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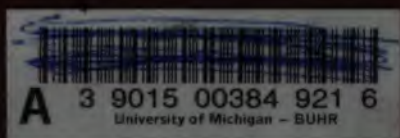
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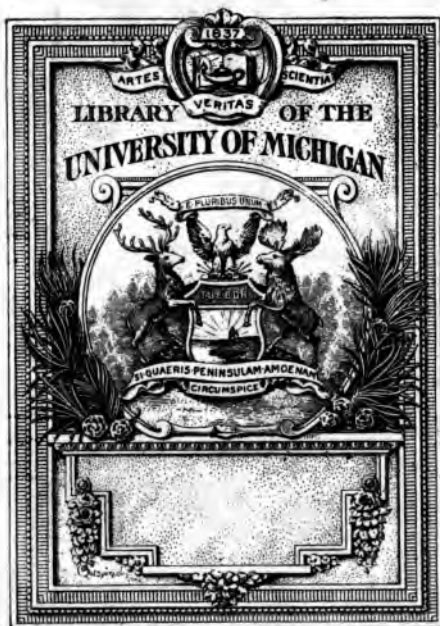
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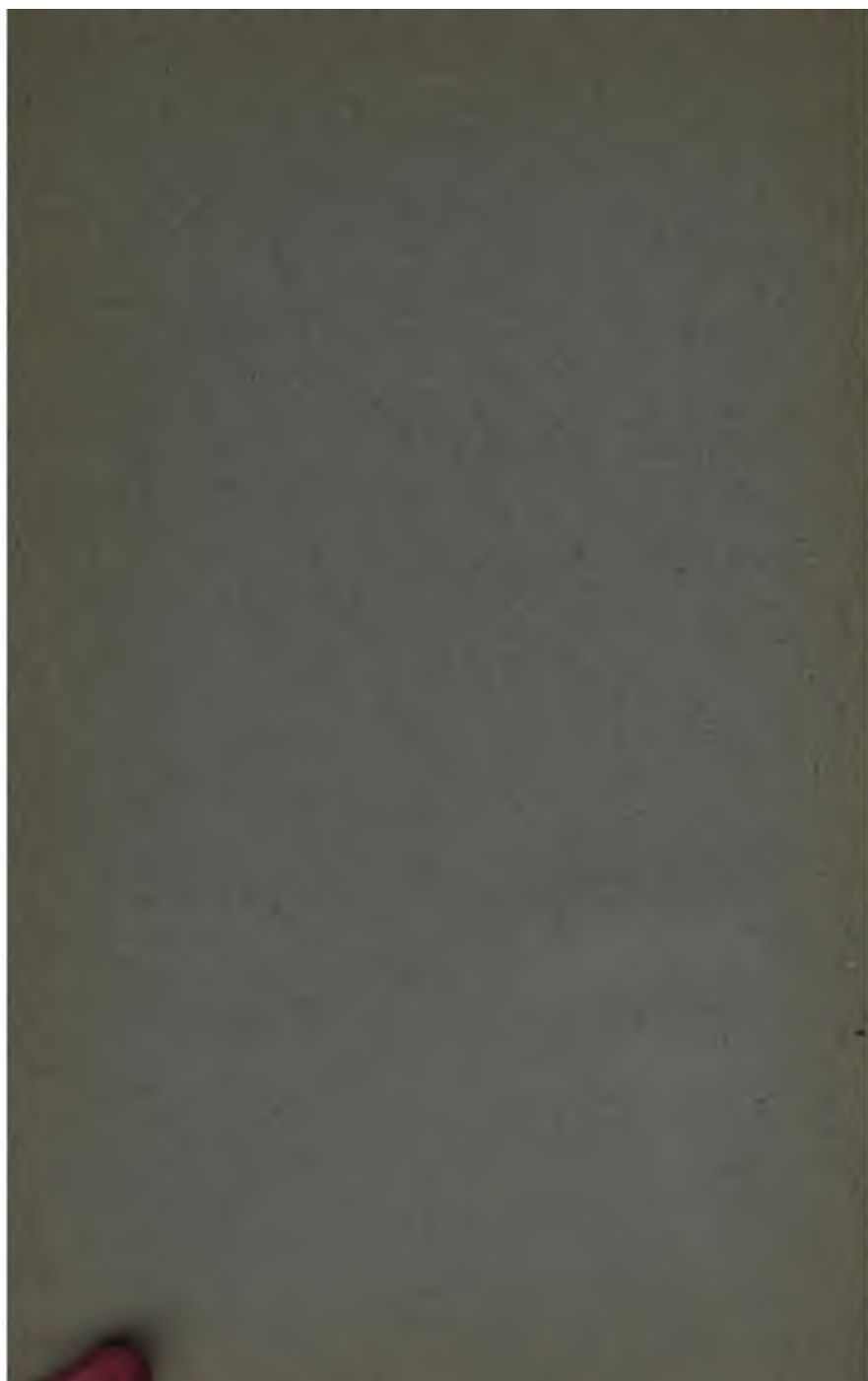
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1893-1904







REPORT
OF THE
Executive Committee
OF THE
New York
Civil-Service Reform Association

READ AT THE ANNUAL MEETING, MAY 17, 1893

NEW YORK
PUBLISHED FOR THE
CIVIL-SERVICE REFORM ASSOCIATION
1893

REPORT
OF THE
EXECUTIVE COMMITTEE
OF THE
NEW YORK CIVIL-SERVICE REFORM
ASSOCIATION.

READ AT THE ANNUAL MEETING, MAY 17, 1893.

AT the Annual meeting of the Association held on the 18th of
May, 1892, the following officers were elected :

President.

GEORGE WILLIAM CURTIS.

Vice-Presidents.

JOHN JAY,
CARL SCHURZ,
FRANCIS C. BARLOW,
ORLANDO B. POTTER,

WILLIAM E. DODGE,
D. WILLIS JAMES,
OSWALD OTTENDORFER,
DORMAN B. EATON.

Executive Committee.

SILAS W. BURT,	GEO. HAVEN PUTNAM,
EDWARD CARY,	THEODORE ROOSEVELT,
CHARLES COLLINS,	ANSON PHELPS STOKES,
HORACE E. DEMING,	HUGH S. THOMPSON,
A. R. MACDONOUGH,	WM. H. THOMSON,
ALEX. MACKAY-SMITH,	HORACE WHITE,
JACOB F. MILLER,	EVERETT P. WHEELER.

F. W. WHITRIDGE.

At a meeting of the Executive Committee, held immediately after the adjournment of the Annual Meeting, Mr. Wheeler was unanimously re-elected Chairman, and Mr. Potts, Secretary and Treasurer. Mr. George McAneny, Jr., was elected Assistant Secretary.

The several standing Committees were reconstituted as follows:

Publication Committee.

CHARLES COLLINS, Chairman,	GEORGE WILLIAM CURTIS,
E. L. GODKIN,	GEORGE R. BISHOP,
WILLIAM POTTS.	

Committee on Legislation.

HORACE E. DEMING, Chairman,	CARL SCHURZ,
FRED. W. WHITRIDGE,	JACOB F. MILLER,
EVERETT P. WHEELER.	

Auditing Committee.

HORACE WHITE, Chairman,	CHARLES COLLINS.
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Committee on Finance.

ANSON PHELPS STOKES, Chairman,	R. FULTON CUTTING,
ORLANDO B. POTTER,	GEORGE MCANENY, JR.,
SAMUEL P. AVERY.	

Committee on Affiliated Societies.

DORMAN B. EATON, Chairman, S. H. ORDWAY,
 WILLIAM POTTS, R. S. MINTURN,
 HENRY T. TERRY.

Committee on Civil-Service Examinations.

C. W. WATSON, Chairman, A. R. MACDONOUGH,
 ALFRED BISHOP MASON, SETH S. TERRY,
 CHARLES B. STOVER.

At the committee meeting in December Mr. Eaton's resignation as a member of the Committee on Affiliated Societies was accepted and Mr. McAneny elected to fill the vacancy.

Messrs, Watson and Mason were added to the Committee on Legislation during the preparation of the amendatory bills introduced in the State legislature.

Twelve years ago the present Secretary of the Association entered upon the performance of the duties of his position, under the sympathetic supervision of Mr. Curtis, who had been called to the Presidency six months earlier. A year ago, at our Annual Meeting, Mr. Curtis was with us for the last time.

The Secretary cannot withhold an expression of the void which the departure of our great leader has left in our ranks and in his own life, but at the same time feels that it is but just to suggest that which it is impossible to express, the supreme value to him of that intimate friendship and communion which these many years of untroubled intercourse have afforded. A poet has said that in writing his greatest poem he did better than he could. The ability to inspire others to do this was one of the chief qualities of Mr. Curtis, and if the present writer has contributed something toward the progress of the great movement of the age toward administrative reform, it is in no small part because he was an instrument upon which a great musician played.

Civil Service Reform, in its relation to the federal government, may be said to have advanced materially through the year.

In Congress three important measures have been under consideration: Mr. Lodge's bill for the inclusion of fourth-class post-masters under civil-service rules; Mr. Hoar's, affecting in a similar way the first, second, and third-class post-masters, and Mr. Andrew's bill for the extension of the reformed system to cover the labor service. Exhaustive reports have been presented and published on the Lodge and Andrews bills, the latter in particular being replete with sound argument and establishing conclusively the wisdom and practicability of a general registration and employment of government laborers on the plan in force in Boston and in the navy-yards.

The discussion of these measures and the wide distribution of the reports in question, in which the association has materially aided, has served an excellent educational purpose.

During the year, through the act of President Harrison, 7,924 positions have been added to the classified service, besides its natural growth. Of these, 7,610 are connected with the 548 free delivery offices classified on January 5, and 314 with the Weather Bureau.

The total growth of the classified service during President Harrison's administration, amounted to 16,117 places—8,690 placed under the rules by executive act and 7,427 representing the natural growth—bringing the entire number of places now classified to 43,447.

The rules voluntarily established in the navy-yards by Ex-Secretary Tracy, affecting some 7,000 additional employees, have been continued, with marked success. They have been strongly approved, moreover, by Secretary Herbert in several public utterances, and faithfully maintained by his orders.

During the two months prior to the election of last November, the Assistant Secretary of the Association made a careful investigation of the practical effect of the new order at the local yard and was enabled to make a most satisfactory report. An idea of the change brought about may be gathered from the following

comparative figures: In 1884, the number of men employed at the yard was, on September 1, 1,070; October 1, 1,185, and November 1, 1,291; in 1888, on September 1, 1,444; October 1, 2,023, and November 1, 2,499. During 1892, the normal total of employees had been 2,200. On September 1, there were 2,242 at work, September 9, 2,118; October 1, 2,076, and October 26, ten days before the election, 2,058. At no time during this period, or since the institution of the new rules, had any departure from the order of merit or precedence appeared in the records of appointments at the yard. The result of the reform, Commandant Erben assured us, has been a reduction in the relative cost of the work accomplished of twenty-five per cent.

Before the change of administration, Secretary Tracy sent to President Harrison a request that this system, so successfully tried, be made permanent. President Harrison did not act, however, and the recommendation is now pending business on the desk of President Cleveland. The Civil-Service Reform Association of Brooklyn, to whose efforts the original action of Secretary Tracy was largely due, has fittingly elected to take the initiative in now requesting the President to permanently secure the reform in the manner suggested.

The work of the Federal Civil-Service Commission has been carried on with a degree of success remarkable, in view of the limited funds given by Congress for its support. The appropriation of a sufficient sum for the purposes of the Commission is more than ever an urgent necessity. Notwithstanding the limited facilities of the Commission, the majority of the free delivery office, classified in January, have already been provided with eligible lists, formed by local Boards of Examiners, and this, moreover, without interference with the general work at Washington. The standard of examinations, and of all things else pertaining to the selection of employees by the Commission has never been higher than at present, and it may be said that in the national classified service, there is now a satisfactory exhibit

of the system conceived and advocated by Mr. Curtis and the Association, twenty years ago.

To Mr. Roosevelt, more than to any one man, the recent advancement of Civil-Service Reform is due; and to him the Association and all friends of good government are alike indebted. It is gratifying to note a recent statement that President Cleveland has refused to accept the resignation tendered by Mr. Roosevelt on the change of administration.

In touching on the work of the Federal Commission, the prosecution of persons guilty of political assessment during the recent campaign must be noted with commendation. Though the offenders were naturally of the party in power, and of the same party as the majority in the Civil-Service Commission, each case was pushed as vigorously as conditions in the Department of Justice allowed, and an abundance of evidence in relation to each placed in the hands of the Attorney General.

Their subsequent prosecution, however, progressed slowly. A letter addressed by this Association to President Harrison, under date of December 27, requested that he give such instructions to the Attorney-General as might insure prompt attention to the matter. The response quoted the officer in question to the effect that the cases placed before him had been referred to the local district attorneys. Little report of further action than this has been received and the cases form an important detail in the "unfinished business" left to the new administration in the Department of Justice.

In New York State the record of the year, judged from the stand-point of the civil-service reformer, may hardly be accepted as satisfactory. The efficiency of the state system has been somewhat impaired by the removal of a large number of positions of importance from the competitive to either the exempted or non-competitive schedules, almost all through positive executive act. During 1892, 29 positions, hitherto competitive, were exempted, the 50 positions under the Dairy Commission removed from the

schedule requiring "pass" examinations to the exempt, and 17 others, originally in the competitive grade, relegated to the non-competitive—a total of 96 objectionable changes. In each of these the strict letter of the law, requiring as it does, "competitive examinations wherever practicable," has been set aside.

It is to be feared that in other respects the state system has also lost ground. There has been much irregularity in the receipt of the quarterly reports required of the state departments, and very little of the supervision of the action of local commissions originally designed to be perhaps the most important function of the state body. But, although there has been much to regret in the year's record in the state the present prospect may be considered to be in many ways hopeful and to furnish strong reason for belief that the ground lost will be regained, and that a more creditable era will follow. Governor Flower has recently appointed a new State Commission consisting of Messrs. E. Prentiss Bailey, W. D. McKinstry, and DeForest Van Vliet. Mr. Bailey, the chairman of the new body, is editor of the *Utica Observer*, and Mr. McKinstry, of the *Watertown Times*. Both are gentlemen of the highest professional standing and of recognized ability. Mr. Van Vliet was a member of the original Civil-Service Reform Association organized at Cornell by President White. He has taken office with an assurance on his part, which we have received with satisfaction, that nothing he can do in the capacity of Commissioner to further the reform in practice will remain undone.

Soon after the re-construction of the Commission, the Chief Examiner under the old regime, John B. Riley, was removed and the position filled by the appointment of Thomas Carmody, of Penn Yan.

One of the first acts of the new Board was to appoint, at the suggestion of your Secretary, a conference with the Association's Executive Committee. This conference was held at the Gilsey House, in this city, in March, the full Commission attending and several prominent members representing the Association. The

meeting was devoted to a general discussion of the existing status and of the means to be employed in its improvement. The result has been the establishment of a friendly relation apt to be of material advantage in the continuance of our work.

Three bills affecting the Civil Service were introduced for the Association in the State Legislature during the past session by Assemblyman William B. Ellison of New York. These were framed by the Committee on Legislation and were designed to provide for a registration of laborers in cities, on the plan of the Boston system, and to replace under the Civil-Service rules certain employees of the Buildings and Street-Cleaning Departments of New York City, exempted by the construction placed on legislative enactment of the previous session.

In the support of these measures the Association had the cooperation of the City Club, to which the evil results of inefficiency in the Street-Cleaning Department had become particularly patent through the prosecution of the recent case against the Commissioner. A committee hearing was given at Albany, at which the Assistant Secretary appeared for both the Association and the City Club, but the bills were not reported. They have, however, served a good purpose in bringing the important matters they represented to public attention.

A single attempt was made during the session to change for the worse the State Civil Service law, a bill being introduced designed to take all medical positions, state and municipal, from the classified service. This passed both Assembly and Senate, but was vetoed by the Governor.

The Municipal Supervisory Commission has been lately reorganized by the appointment of Lemuel Skidmore and Daniel G. Hays, Commissioner, vice Henry Marquand and William Hildreth Field, resigned.

There is now before the new commission a communication from our Committee on Civil-Service Examinations, recommending the revision of the local rules and regulations in several im-

portant respects, and requesting that the subject be considered at a joint meeting of the Commission and the Committee. One of these suggestions refers to the establishment of a Civil List, to be published in pamphlet form, giving an intelligible arrangement of classes, the names of persons, and the positions occupied by them in each, the amount of salary received, the date of appointment and the previous experience, if any, in public employment.

Another proposes the certification in future of all payrolls by the Executive Officer of the Commission, before payment by the City Comptroller of the salaries they carry.

Both have been successfully in practice in Brooklyn for a number of years. Placed in effect in New York, they would tend to simplify a public supervision and understanding of the Civil-Service System, as well as to protect the city from fraud.

There is little doubt that a large number of persons are now occupying clerical and like positions in the several departments through irregular means of appointment, and in such manner, that detection under the present system is impracticable. As an indication of the extent of this practice, it may be stated that during 1892, there were but four appointments of clerks from the eligible lists under the entire city government. In Brooklyn, with one-third the demand for clerical service, the number for the same year was twenty.

Other changes recommended to the Supervisory Commission are designed to remedy defective features in the method of certification and appointment of candidates.

The municipal system has lost somewhat by the re-organization of the uniformed force of the Street Cleaning Department and of the full force of the Buildings Department, without regard to Civil-Service Rules. In the former instance, 135 superior employees, superintendents, inspectors, foremen, etc., were affected, and in the latter 110. The bills prepared by the Association, designed to restore these places to their former footing, and hitherto

referred to, were endorsed by a resolution of the Supervisory Board adopted March 7.

The ninth report of the Commission, recently issued, states that during 1892, 170 examinations were held, and 2,283 applicants examined. Of these, 1,945 were subjected to competitive examinations, 1,582 passing, and 338 to non-competitive, 320 of whom passed. Only five of the latter, however, were persons for whom the non-competitive examination is not required by regulation. 892 received appointments, 604 as the result of the competitive test.

The whole number of persons now in the classified service of the city is given as 7,625, as against 7,105 for the year previous.

In Brooklyn, a great deal has been recently accomplished through the co-operation of the local Commission with the Brooklyn Association.

As the result of the conferences held, and of considerable personal investigation by committees of both bodies, 72 places formerly in the exempt schedule have been transferred to the competitive, and a new grade established, to include all persons receiving between \$500 and \$1,000 annually for any sort of clerical work. The latter change is designed to do away with the occasional practice of employing persons for clerical work, under the heading of "skilled laborers."

The satisfactory result of this effort in Brooklyn is largely due to the faithful personal work of Messrs. Harrington Putnam and George L. Nichols, Jr., the special committee of the Commission. It may be added that these gentlemen have also visited Boston for the purpose of inspecting the reformed system of labor employment and are prepared to report favorably on a request of the Brooklyn Association that the plan be adopted locally.

The degree of activity of other affiliated societies during the year has been highly gratifying.

The Civil-Service Reform Association of Missouri has secured the passage of a Corrupt Practices Act, which, properly en-

forced, is certain to redound to the credit of the state. This is the issue of four years' work on the part of the Missouri Association, given in the belief that electoral reform is always an advantage in the work for reform in the civil service.

In Pennsylvania and Illinois, state Civil Service Acts have been introduced in the present legislatures, and a great deal of local interest in the subject developed in consequence.

The Association has been enabled to disseminate an unusual amount of literature throughout the country during the year, through a very noticeable growth in public interest, more especially in the west. In addition to the printing and distribution of literature in pamphlet form we have aided as much as possible in the establishment and the circulation of *Good Government*, the new journal of the League, published since July, in Washington. *Good Government* is an admirable production of skilled journalistic work. Its existence as the exponent of the work we have to do has become one of the strongest promises of continued success and we feel earnestly that it is worthy of interested and substantial support.

The general work of the Association for the year to come, is a field in which appears unusual opportunity. The present aspect of federal, State and local affairs, alike offer assurance of this fact. There is much to be protected and much to be gained, and every reason for renewed activity among our committees and individual members.

The need of an increased membership is strongly urged. If each of our co-workers were to constitute himself a committee charged with the duty of presenting one new name for membership, our work would be given an impetus certain to carry it a long way forward.

The Association's Committee on Finance has secured a renewal of the guarantee fund existing for some time past, for the three years ending May 1, 1895. No call has been made upon this fund during the past year. The need of contributed support

however is manifest, the amount of work practicable being gauged by the extent of the funds available, and subscriptions are solicited in the hope that the response this year will be sufficient to extend the scope of our work.

In February last our arrangement for the rental of the office at 56 Wall Street was severed, and comfortable quarters secured in the Union Building, at 54 William Street.

On the 25th and 26th of April the annual meeting of the League was held in this city, our association and that of Brooklyn acting in the capacity of hosts. Through the courtesy of the House Committee of the City Club the rooms of the club were used for the purposes of the business sessions. The annual address, "Civil Service Reform and Democracy," was given by Hon. Carl Schurz at the Madison Square Garden Concert Hall, and the dinner tendered the visiting delegates, at the Hotel Savoy. The meeting was successful in every way and will be pleasantly remembered.

It has served in one respect to center interest in what we are doing here in New York and to open the year with a quickened local interest in our work.

Respectfully submitted,

EVERETT P. WHEELER,
Chairman.

WILLIAM POTTS,
Secretary.

TREASURER'S ANNUAL REPORT.

Balance pr. Statement, May 1, 1892, ... \$869 84

RECEIPTS.—Annual Dues.....	\$1,595 00	
Ordinary Subscriptions.....	427 50	
Rent from League.....	100 00	
Documents Sold.....	16 49	
Interest from Trust Company.	26 12	
	<u>\$2,165 11</u>	
Subscriptions for Entertain- ment of League.....	1,345 00	
Loan.....	500 00	
	<u>\$4,010 11</u>	
		\$4,879 95

DISBURSEMENTS.—Salaries.....	\$1,674 00	
Rent and Office Service.....	475 84	
Printing.....	177 90	
Contribution to League.....	100 00	
Subscriptions, "Civil Service Record"	119 07	
Paid on "Good Government" Guar- antee.....	200 00	
"Congressional Record".....	8 00	
Travelling Expenses.....	37 35	
Furniture for Office.....	34 00	
Moving Expenses.....	25 74	
Expenses Godwin Address.....	25 00	
Postage and Petty Expenses.....	69 10	
Paid on account of League Enter- tainment.....	61 20	
Loan to League on "Good Govern- ment" account.....	800 00	
	<u>\$3,807 20</u>	
		\$1,072 75

WILLIAM POTTS,
Treasurer.

E. & O. E.

Supplemental.

Balance per Statement.....	\$1,072 75	
Add Loan to National League.....	800 00	
	<u>\$1,872 75</u>	
Deduct Amount Borrowed.....	\$500 00	
	<u>\$1,372 75</u>	
Bills Due or to Become Due on account of League Entertainment..	\$1,333 55	
Net Balance.....		\$39 20

WILLIAM POTTS,
Treasurer.

E. & O. E.

UNITED STATES DEPARTMENT OF AGRICULTURE

1920

OFFICE OF THE SECRETARY

WASHINGTON, D. C.

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1920

CONSTITUTION

OF THE

Civil-Service Reform Association.

(OF NEW YORK.)

I.

The name of this organization shall be The Civil-Service Reform Association.

II.

The object of the Association shall be to establish a system of appointment, promotion, and removal in the Civil Service, founded upon the principle that public office is a public trust, admission to which should depend upon proven fitness. To this end the Association will demand that appointments to subordinate executive offices, with such exceptions as may be expedient, not inconsistent with the principle already mentioned, shall be made from persons whose fitness has been ascertained by competitive examinations open to all applicants properly qualified, and that removals shall be made for legitimate cause only, such as dishonesty, negligence, or inefficiency, but not for political opinion or refusal to render party service; and the Association will advocate all other appropriate measures for securing integrity, intelligence, efficiency, good order, and due discipline in the Civil Service.

III.

The Association will hold meetings, raise funds, publish and circulate appropriate information, correspond and co-operate with associations organized elsewhere for the objects set forth in this Constitution, and support all executive and legislative action which will promote its purposes.

IV.

The conditions of membership shall be wholly independent of party preference. Questions shall not be discussed in the debates or in the publications of the Association upon party grounds. Neither the name nor influence of the Association shall be used on behalf of any party, or for procuring office or promotion for any person. But nothing in this article shall be construed to prevent the Association from opposing any candidate when in its opinion, or in that of three-fourths of the members of the Executive Committee, such course is demanded by the objects of the Association.

V.

There shall be a President, to be elected by the Association at the annual meeting, who shall perform the usual and prescribed duties of that office. He shall be, ex-officio, a member of all committees, with a casting vote only, and he may call special meetings of the Executive Committee whenever he thinks it necessary, and, with the assent of two members of the Executive Committee, special meetings of the Association.

There shall be eight Vice-Presidents, to be annually elected by the Association.

There shall be a Treasurer and Secretary, who shall perform the usual and prescribed duties of such officers. They shall be respectively appointed by the Executive Committee, and may be removed by them. The Treasurer shall be, ex-officio, a member of the Finance Committee of the Association.

There shall be an Executive Committee of fifteen members, to be elected annually by the Association. Subject to these articles, the Executive Committee shall manage the affairs of the Association, direct and dispose of its funds, and from time to time make and modify by-laws for the Association and for its own action. The Executive Committee shall keep a record of its proceedings, and shall make a report to the Association at the annual meeting. No appropriation of money by the Executive Committee beyond the amount in the hands of the Treasurer at the time shall bind any member of the Association, excepting those members of the Executive Committee who shall vote for it. Vacancies in the Executive Committee may be filled by the President

for the remainder of the term. Other vacancies may be filled by the Executive Committee.

All the officers of the Association and members of the several Standing Committees shall be, ex-officio, members of the Executive Committee.

VI.

Each officer of the Association shall continue to hold office until his successor has been selected and is ready to enter upon the duties of the office.

VII.

There shall be an annual meeting of the Association on the third Wednesday of May, at which officers shall be elected for the ensuing year and other appropriate business may be transacted.

VIII.

Any person may be proposed in writing for membership by any member of the Association, and shall be admitted upon approval of the Executive Committee. Members failing to pay their dues may be dropped from the roll by the Executive Committee.

IX.

The annual dues of each member shall be five dollars, and each member shall be entitled to one copy of the annual report. Life members, exempt from dues, may, on payment of seventy-five dollars, be elected by the Executive Committee, at any regular meeting thereof.

X.

All provisions of this Constitution, except those relating to the rights of members, and the term of officers, may be suspended or amended by a vote of two-thirds of the Executive Committee, subject to the approval of the Association by a two-thirds vote of the members present either at the annual meeting or at a special meeting duly called. Due notice shall be given before any such annual or special meeting that the approval of the Association will, thereat, be asked for such action of the Executive Committee, and the notice shall clearly state the effect of such suspension or amendment in the text of the Constitution. Any member of the Association may propose amendments to the Constitution, which may be approved under the same conditions.

B Y - L A W S
OF THE
Civil-Service Reform Association.
(OF NEW YORK.)

◆

FOR THE GOVERNMENT OF THE ASSOCIATION AND ITS
COMMITTEES.

§ 1. The annual meeting of each Association shall be held at such hour and place as the Executive Committee shall designate. The election of officers shall be by ballot, but any member not present may declare his vote by letter to the Secretary and it shall be counted.

§ 2. The meetings of each committee, unless otherwise especially provided for, shall be at half-past eight P. M., at which time the chairman shall direct the call of the names of its members and the secretary shall record the names of those present and others as they appear.

§ 3. The order of business, before each committee shall be :

1. The reading and correction of the records of the last meeting.

And, thereafter, unless otherwise ordered, as follows :

2. Any statement due from the Treasurer.
3. Unfinished business from the last meeting.
4. Report from the Secretary's office.
5. Reports of standing committees.
6. Reports of special committees.
7. Proposals of new members and their election.
8. Miscellaneous business.

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 4. Report from the Secretary's office.
 5. Reports of standing committees.
 6. Reports of special committees.
 7. Proposals of new members and their election.
 8. Miscellaneous business.

§ 4. Regular meetings of the Executive Committee shall be held on the third Wednesday of every month except July and August, but if that day be a holiday, then on the fourth Wednesday. Eight members of the Executive Committee shall constitute a quorum.

§ 5. Neither in the meetings of the Association nor of any committee shall any member speak more than once on any motion nor more than ten minutes at one time, without unanimous consent, nor shall any person, or his actions, be characterized on party grounds.

§ 6. Special meetings of any committee may be called by its chairman or by any three members, and due notice thereof shall be given by the Secretary.

§ 7. All notices to a member shall be sent to his address filed with the Secretary.

§ 8. On the demand of one-fifth of the members present, at any meeting of the Association or of a committee, the ayes and naves shall be called and recorded on any motion.

§ 9. All committees shall be appointed by the chair unless their selections shall be otherwise provided for.

§ 10. At each regular meeting of the Executive Committee, it shall be the duty of the Treasurer to make a statement of the amount of money in the treasury and of the place of its deposit, and at the annual meeting, he shall state the source of all moneys received and the use made of the same during the past year.

§ 11. The Secretary shall keep a record of the proceedings of the Association and of the Executive Committee, and perform the other duties assigned him.

§ 12. Without the consent of three-fourths of the members present, no vote which will declare or fill a vacancy or elect a member of the Association shall be deemed carried, at the same meeting in which it was first moved.

§ 13. It shall require a vote of two-thirds of the members of the Executive Committee present to pass any vote under which more than \$100 will be appropriated or the Association be pledged for more than that amount, and the Executive Committee alone shall have authority to create any charge upon the funds of the Association. But neither said committee nor any officer or officers of the Association shall be authorized to create a personal liability against any members but themselves.

§ 14. There shall be the following standing committees, to be hereafter annually selected by the Executive Committee:

(1.) *The Publication Committee*, to consist of five members whose duty it shall be to prepare, select and recommend matter suitable for publication by the Association and to take practical charge of the printing and distribution of whatever may be ordered printed.

(2.) *A Finance Committee*, of five members, whose duty it shall be to devise, and carry into effect as the Executive Committee may order, suitable measures for raising funds, and to supervise and report upon the income and expenditures of the Association.

(3.) *A Committee on Legislation*, to consist of five members, whose duty it shall be to consider and recommend suitable legislation in aid of the purposes of the Association and to promote such as may be approved.

(4.) *An Auditing Committee*, of two members, whose duty it shall be to examine all vouchers and audit all accounts,

(5.) *A Committee on Affiliated Societies*, of five members, whose duty it shall be to promote the organization of societies in various localities, and to direct the correspondence with them.

(6.) *A Committee on Civil-Service Examinations*, of five members, whose duty it shall be to consider and recommend suitable methods of examination for admission to the public service, and to consider the practicable conduct of such examinations.

§ 15. These By-Laws may be amended or new By-Laws added by a four-fifths vote at any meeting of the Executive Committee; or by a two-thirds vote, provided a statement of the proposed change had been entered on the minutes at the last meeting.

§ 16. Amendments proposed under the last clause of the tenth section of the constitution shall be first submitted to the Executive Committee.

Communications or inquiries should be addressed to
William Potts, Secretary, 54 William St., New York.

§ 4. Regular meetings of the Executive Committee shall be held on the third Wednesday of every month except July and August, but if that day be a holiday, then on the fourth Wednesday. Eight members of the Executive Committee shall constitute a quorum.

§ 5. Neither in the meetings of the Association nor of any committee shall any member speak more than once on any motion nor more than ten minutes at one time, without unanimous consent, nor shall any person, or his actions, be characterized on party grounds.

§ 6. Special meetings of any committee may be called by its chairman or by any three members, and due notice thereof shall be given by the Secretary.

§ 7. All notices to a member shall be sent to his address filed with the Secretary.

§ 8. On the demand of one-fifth of the members present, at any meeting of the Association or of a committee, the ayes and naves shall be called and recorded on any motion.

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§ 11. The Secretary shall keep a record of the proceedings of the Association and of the Executive Committee, and perform the other duties assigned him.

§ 12. Without the consent of three-fourths of the members present, no vote which will declare or fill a vacancy or elect a member of the Association shall be deemed carried, at the same meeting in which it was first moved.

§ 13. It shall require a vote of two-thirds of the members of the Executive Committee present to pass any vote under which more than \$100 will be appropriated or the Association be pledged for more than that amount, and the Executive Committee alone shall have authority to create any charge upon the funds of the Association. But neither said committee nor any officer or officers of the Association shall be authorized to create a personal liability against any members but themselves.

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(3.) *A Committee on Legislation*, to consist of five members, whose duty it shall be to consider and recommend suitable legislation in aid of the purposes of the Association and to promote such as may be approved.

(4.) *An Auditing Committee*, of two members, whose duty it shall be to examine all vouchers and audit all accounts,

REPORT
OF THE
EXECUTIVE COMMITTEE
OF THE
NEW YORK CIVIL-SERVICE REFORM
ASSOCIATION.

READ AT THE ANNUAL MEETING, MAY 9, 1894.

AT the Annual meeting of the Association held on the 17th of
May, 1893, the following officers were elected:

President.

CARL SCHURZ.

Vice-Presidents.

JOHN JAY,
FRANCIS C. BARLOW,
ORLANDO B. POTTER,
WILLIAM E. DODGE,

D. WILLIS JAMES,
OSWALD OTTENDORFER,
DORMAN B. EATON.
HUGH S. THOMPSON.

Executive Committee.

SILAS W. BURT,	GEO. HAVEN PUTNAM,
EDWARD CARY,	THEODORE ROOSEVELT,
CHARLES COLLINS,	ANSON PHELPS STOKES,
HORACE E. DEMING,	WM. H. THOMSON,
RICHARD WATSON GILDER,	CHAS. W. WATSON,
A. R. MACDONOUGH,	HORACE WHITE,
JACOB F. MILLER,	EVERETT P. WHEELER,
F. W. WHITRIDGE.	

At a meeting of the Executive Committee, held immediately after the adjournment of the Annual meeting, Mr. Wheeler was unanimously re-elected Chairman, and Mr. Potts, Secretary. On nomination by Mr. Potts, Col. Burt was unanimously elected Treasurer.

It is with regret that we have to record the loss during the year by death of two Vice-Presidents of the Association, the Hon. Orlando B. Potter, and the Hon. John Jay, both of them for many years active and useful members of the Association, and the latter the first President of the State Civil Service Commission.

The several standing Committees were reconstituted as follows:

Publication Committee.

CHARLES COLLINS, Chairman,	RICHARD WATSON GILDER,
E. L. GODKIN,	GEORGE R. BISHOP.
WILLIAM POTTS.	

Committee on Legislation.

HORACE E. DEMING, Chairman,	CARL SCHURZ,
FRED. W. WHITRIDGE,	JACOB F. MILLER,
EVERETT P. WHEELER.	

Auditing Committee.

HORACE WHITE, Chairman,	ROBERT UNDERWOOD JOHNSON.
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Committee on Finance.

ANSON PHELPS STOKES, Chairman, SAMUEL P. AVERY,
 ORLANDO B. POTTER, GEORGE McANENY, JR.,
 A. C. BERNHEIM.

Committee on Affiliated Societies.

S. H. ORDWAY, Chairman, J. H. C. NEVIUS,
 GEORGE McANENY, JR., CHARLES B. STOVER,
 R. S. MINTURN.

Committee on Civil-Service Examinations.

C. W. WATSON, Chairman. A. R. MACDONOUGH,
 ALFRED BISHOP MASON, SETH S. TERRY,
 SILAS W. BURT.

At the Committee meeting held in December, the By-Laws were amended so as to provide that in future the Committee on Legislation shall consist of six members, and Mr. Eaton was added to the Committee.

At the Committee meeting held in March the By-Laws were further amended so as to provide that the regular meetings of the Executive Committee should be held on the second Wednesday instead of the third Wednesday of the month.

At the Committee meeting held in April the Constitution was amended so as to provide that the annual meeting shall be held on the second Wednesday in May, subject to confirmation by the Association.

A great increase of activity has characterized the work of the Association during the year, but much of that which has been done has been either covered or alluded to in the published synopses of the reports of the Assistant Secretary which have been sent to the members during the past three months. It seems unnecessary to rehearse the matter contained in these reports, and it may be sufficient to sketch the work preceding their issue, and give a general statement of the existing situation. It has ap-

peared to the Committee wise to keep the members of the Association informed of current events, and of the work calling for attention, and it is hoped that their interest may be thereby strengthened, and their more active co-operation secured.

Great dissatisfaction had long been felt by members of the Committee with the wanton disregard of the spirit of the law in the conduct of the State and City administrations, and strong conviction existed that the letter was often defied, as well as the spirit. At the time of the last annual meeting sufficient material had been gathered to make it clear that decided action upon the part of the Association should no longer be delayed. Accordingly our Committee on Civil Service Examinations entered seriously upon a thorough investigation, and a State League was organized for the same purpose. Our Assistant Secretary, Mr. McAneny, was made Secretary of the State League. Mr. McAneny visited Albany upon a number of occasions, and made an exhaustive examination of the records in the office of the Civil Service Commission and elsewhere, his work being greatly facilitated by permission extended to the Association by the State Commission, which Commission remains constituted as during last year. Further than this it cannot be said that the Commission has done much to confirm the hope regarding it which was expressed in our last report. The Committee greatly regrets to be compelled to record that the usual attitude of the Commission has been one of at least tacit opposition to measures which the Committee has advised to compel the strict enforcement of the law, and the strengthening of the system. This attitude was manifested at our first formal interview held by appointment at Albany in July, and it has been consistently adhered to since that time.

The result of our examinations was the discovery of such serious departure upon the part of the Governor and State administration in regard to the classification and appointments, from the course contemplated by the law, that the Committee felt com-

pelled to make a full statement of the facts and call upon the Governor for a correction of the evils complained of. No corrective action was taken by him, but on the contrary, under cover of expressions of a strong desire for the strict enforcement of the law, still more serious offences were committed. The matter having gone to this length, the Committee felt that duty required of it the submission of a statement of the ascertained facts to the State Senate, accompanied with a request that an official investigation be ordered. After a hearing by the Senate Judiciary Committee that Committee reported favorably upon our request; the report was adopted unanimously by the Senate and a Sub-Committee consisting of Senators O'Connor, Saxton and McMahan, was appointed to sit during the recess, provided with necessary stenographic and other assistance, and with power to summon persons and papers. Our Association will be represented before this Committee by special counsel, and it is believed that such facts will be shown as will rightly place the responsibility for the lax administration of the law, and greatly assist the Association in obtaining a revision of the law itself upon lines more consonant with the needs of the Service as demonstrated by the experience of the past ten years.

The Committee has to record a substantial gain to the cause in the change of heads of departments which occurred on the 1st of January as a result of the election of the previous November. During the campaign the Committee addressed communications to the candidates for important offices, and published the replies received. We feel that we have a right to believe that this correspondence had some weight in securing the result attained. The late Comptroller, Mr. Campbell, had, as we believe, been seriously derelict in the performance of his duty with regard to the matter of payments made to persons illegally appointed to office. His successor, Mr. Roberts, at the outset took a stand in favor of a strict enforcement of the law and the steps taken by him immediately after his entrance upon the performance of the duties

of his office and since continued, have done much toward re-establishing the credit of the State.

The Committee has requested Attorney-General Hancock to begin suit against the late Comptroller to recover moneys unlawfully paid by his authority, and the Attorney-General has the matter under advisement.

The Committee has submitted to the Legislature several bills intended to improve the Civil Service law, two of which passed both houses. One of these was vetoed by the Governor, and the other is now in his hands. Another bill, prepared by Prof. Collin, more clearly defining the duty and responsibility of the State Comptroller in the matter of the payment of salaries to appointees to office, became a law, and it is hoped that it may prove beneficial. But the Committee is convinced that the Civil-Service law requires revision, and a special Committee has been appointed to draft a new bill for mature consideration.

Amendments have also been prepared for submission to the approaching Constitutional Convention, which may, if adopted, afford a firmer basis for future legislation. The adoption of these amendments seems to us of so much importance that we greatly hope that all those interested will use such opportunities as they may have to explain their bearing and the desirability of their passage to members of the Convention and to secure their subsequent confirmation in case the convention shall give them its approval.

The Municipal Supervisory Board has at length been fully re-organized by the appointment of the Secretary, Mr. Lee Phillips as a third member ex-officio. The Conference between the Commission and representatives of this Association which was proposed prior to the last Annual Meeting, was not held until about a month ago. This Conference resulted in some modification of the municipal rules in the direction suggested by our Committee, but we cannot, as yet, contemplate the administration

of the Civil Service System in this City with any degree of satisfaction. In the City of Brooklyn upon the other hand, steady progress appears to be making. The municipal Commission there has been re-organized and enlarged, and the members of the Commission expend a vast amount of conscientious labor upon the performance of their duties. Moreover, the Boston system of Registration of Laborers has been voluntarily established by the Commissioner of City Works and the Park Commissioner in their respective departments.

Our Committee on Affiliated Societies is engaged in active work, and there is strong reason for believing that a considerable number of new societies will be organized during the year, in part, through its agency.

The National Civil Service Commission has been greatly strengthened by the removal of Mr. Johnson, who had been a serious impediment to the progress of its work ever since his appointment, and the filling of the position thus made vacant by John R. Procter, of Kentucky, an active and intelligent supporter of reform.

The field of operations of the Commission had been largely extended by the inclusion of all the free delivery post offices, and its facilities had not been increased: it has therefore been greatly overworked during the year, but it has prosecuted its labors with surprising success. It is much to be hoped that ere long Congress will recognize the propriety of providing adequate means for the support of so useful a Board.

The rules established by Secretary Tracy for the government of appointments in the Navy Yards, have not as yet been made permanent by the action of the President, as we have hoped. They have been continued in force, however, by the present Secretary, and so far at least as Schedules A. and B. covering skilled and unskilled laborers and mechanics are concerned, we have reason to believe that they have been faithfully enforced.

Many bills have been introduced into Congress intended to affect the Civil-Service System, most of them mischievous in

character. None of these have yet been passed, and we believe that there will be sufficient regard shown to public sentiment to prevent any evil legislation of this character.

The national classified service has not been materially changed since the last report. There is some reason for believing that a considerable extension is in contemplation, to take place in the near future. For this we ardently hope. The public, however, are waking up to the enormity of the abuses which are patent, and it is possible that an improvement may take place ere long. A healthy sign is to be found in a bill recently introduced by Senator Morgan, which provides for a systematic reorganization of the Consular Service. In movements looking toward the attainment of this end, we shall have the cordial support of the leading commercial organizations of the country.

As touching the field at large we can congratulate the members of the Association upon a great awakening of the public interest. The National League continues its active work, and through the recently organized Anti-Spoils League, it is reaching those who have not hitherto been prepared to take part in formal associations, to the number of many thousands in all parts of the country. Especially gratifying is the interest shown in the universities and higher institutions of learning, where organization is going on apace; the renewed movement however is not by any means confined to these centers, but permeates all classes and bids fair to be cumulative and over-mastering.

Respectfully submitted.

EVERETT P. WHEELER,

Chairman.

WILLIAM POTTS,

Secretary.

REC'D

TREASURER'S ANNUAL REPORT.

Balance per Statement May 1, 1893, . . . \$1,072.75

RECEIPTS.—Annual Dues.....	\$1,695.00	
Subscriptions.....	1,550.50	
Return payments on loan to		
National League.....	500.00	
Rent from League.....	100.00	
Loan returned State League..	35.00	
On Annual Dinner acc't.....	30.00	
Pamphlets sold.....	2.16	
Interest on Deposits.....	5.28	
		\$3,917.94
		\$4 990.69

DISBURSEMENTS.—Salaries.....	\$1,950.00	
Clerical Service.....	179.00	
Office Rent.....	250.00	
Care of Office.....	42.00	
General Office Expenses	229.54	
Rent of Meeting Room..	90.00	
Printing.....	148.35	
Travelling Expenses ...	156.10	
Loan to State League..	50.00	
City Record.....	9.30	
Civil Service Reform		
<i>Chronicle</i>	100.00	
Paid on <i>Good Government</i>		
Guarantee	420.00	
Paid on National League		
Entertainment acc't,		
May, 1893.....	1,313.35	
		\$4,937.64
E. & O. E.		\$53.05

SILAS W. BURT,
Treasurer.

CONSTITUTION
OF THE
Civil-Service Reform Association,
(OF NEW YORK.)

I.

The name of this organization shall be The Civil-Service Reform Association.

II.

The object of the Association shall be to establish a system of appointment, promotion, and removal in the Civil Service, founded upon the principle that public office is a public trust, admission to which should depend upon proven fitness. To this end the Association will demand that appointments to subordinate executive offices, with such exceptions as may be expedient, not inconsistent with the principle already mentioned, shall be made from persons whose fitness has been ascertained by competitive examinations open to all applicants properly qualified, and that removals shall be made for legitimate cause only, such as dishonesty, negligence, or inefficiency; but not for political opinion or refusal to render party service; and the Association will advocate all other appropriate measures for securing integrity, intelligence, efficiency, good order, and due discipline in the Civil Service.

III.

The Association will hold meetings, raise funds, publish and circulate appropriate information, correspond and co-operate with

associations organized elsewhere for the objects set forth in this Constitution, and support all executive and legislative action which will promote its purposes.

IV.

The conditions of membership shall be wholly independent of party preference. Questions shall not be discussed in the debates or in the publications of the Association upon party grounds. Neither the name nor influence of the Association shall be used on behalf of any party, or for procuring office or promotion for any person. But nothing in this article shall be construed to prevent the Association from opposing any candidate when in its opinion, or in that of three-fourths of the members of the Executive Committee, such course is demanded by the objects of the Association.

V.

There shall be a President, to be elected by the Association at the annual meeting, who shall perform the usual and prescribed duties of that office. He shall be, ex-officio, a member of all committees, with a casting vote only, and he may call special meetings of the Executive Committee whenever he thinks it necessary, and, with the assent of two members of the Executive Committee, special meetings of the Association.

There shall be eight Vice-Presidents, to be annually elected by the Association.

There shall be a Treasurer and Secretary, who shall perform the usual and prescribed duties of such officers. They shall be respectively appointed by the Executive Committee, and may be removed by them. The Treasurer shall be, ex-officio, a member of the Finance Committee of the Association.

There shall be an Executive Committee of fifteen members, to be elected annually by the Association. Subject to these articles, the Executive Committee shall manage the affairs of the Association, direct and dispose of its funds, and from time to time make and modify by-laws for the Association and for its own action. The Executive Committee shall keep a record of its pro-

ceedings, and shall make a report to the Association at the annual meeting. No appropriation of money by the Executive Committee beyond the amount in the hands of the Treasurer at the time shall bind any member of the Association, excepting those members of the Executive Committee who shall vote for it. Vacancies in the Executive Committee may be filled by the President for the remainder of the term. Other vacancies may be filled by the Executive Committee.

All the officers of the Association and members of the several Standing Committees shall be, ex-officio, members of the Executive Committee.

VI.

Each officer of the Association shall continue to hold office until his successor has been selected and is ready to enter upon the duties of the office.

VII.

There shall be an annual meeting of the Association on the second Wednesday of May, at which officers shall be elected for the ensuing year and other appropriate business may be transacted.

VIII.

Any person may be proposed in writing for membership by any member of the Association, and shall be admitted upon approval of the Executive Committee. Members failing to pay their dues may be dropped from the roll by the Executive Committee.

IX.

The annual dues of each member shall be five dollars, and each member shall be entitled to one copy of the annual report. Life members, exempt from dues, may, on payment of seventy-five dollars, be elected by the Executive Committee, at any regular meeting thereof.

X.

All provisions of this Constitution, except those relating to the rights of members, and the term of officers, may be suspended or amended by a vote of two-thirds of the Executive Committee, subject to the approval of the Association by a two-thirds vote of the members present either at the annual meeting or at a special meeting duly called. Due notice shall be given before any such annual or special meeting that the approval of the Association will, thereat, be asked for such action of the Executive Committee, and the notice shall clearly state the effect of such suspension or amendment in the text of the Constitution. Any member of the Association may propose amendments to the Constitution, which may be approved under the same conditions.

BY-LAWS
OF THE
Civil-Service Reform Association,
(OF NEW YORK.)

FOR THE GOVERNMENT OF THE ASSOCIATION AND ITS
COMMITTEES.

§ 1. The Annual meeting of the Association shall be held at such hour and place as the Executive Committee shall designate. The election of officers shall be by ballot, but any member not present may declare his vote by letter to the Secretary and it shall be counted.

§ 2. The meetings of each committee, unless otherwise especially provided for, shall be at half-past eight P. M., at which time the chairman shall direct the call of the names of its members and the secretary shall record the names of those present and others as they appear.

§ 3. The order of business, before each committee shall be:

1. The reading and correction of the records of the last meeting.

And, thereafter, unless otherwise ordered, as follows:

2. Any statement due from the Treasurer.
3. Unfinished business from the last meeting.
4. Report from the Secretary's office.
5. Reports of standing committees.
6. Reports of special committees.
7. Proposals of new members and their election.
8. Miscellaneous business.

§ 4. Regular meetings of the Executive Committee shall be held on the second Wednesday of every month except July and August, but if that day be a holiday, then on the third Wednesday. Eight members of the Executive Committee shall constitute a quorum.

§ 5. Neither in the meetings of the Association nor of any committee shall any member speak more than once on any motion nor more than ten minutes at one time, without unanimous consent, nor shall any person, or his actions, be characterized on party grounds.

§ 6. Special meetings of any committee may be called by its chairman or by any three members, and due notice thereof shall be given by the Secretary.

§ 7. All notices to a member shall be sent to his address filed with the Secretary.

§ 8. On the demand of one-fifth of the members present, at any meeting of the Association or of a committee, the ayes and nays shall be called and recorded on any motion.

§ 9. All committees shall be appointed by the chair unless their selection shall be otherwise provided for.

§ 10. At each regular meeting of the Executive Committee, it shall be the duty of the Treasurer to make a statement of the amount of money in the treasury and of the place of its deposit, and at the annual meeting, he shall state the source of all moneys received and the use made of the same during the past year.

§ 11. The Secretary shall keep a record of the proceedings of the Association and of the Executive Committee, and perform the other duties assigned him.

§ 12. Without the consent of three-fourths of the members present, no vote which will declare or fill a vacancy or elect a member of the Association shall be deemed carried, at the same meeting in which it was first moved.

§ 13. It shall require a vote of two-thirds of the members of the Executive Committee present to pass any vote under which more than \$100 will be appropriated or the Association be pledged for more than that amount, and the Executive Committee alone shall have authority to create any charge upon the funds of the Association. But neither said committee nor any officer or officers of the Association shall be authorized to create a personal liability against any members but themselves.

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(2.) *A Finance Committee*, of five members, whose duty it shall be to devise, and carry into effect as the Executive Committee may order, suitable measures for raising funds, and to supervise and report upon the income and expenditures of the Association.

(3.) *A Committee on Legislation*, to consist of six members, whose duty it shall be to consider and recommend suitable legislation in aid of the purposes of the Association and to promote such as may be approved.

(4.) *An Auditing Committee*, of two members, whose duty it shall be to examine all vouchers and audit all accounts.

(5.) *A Committee on Affiliated Societies*, of five members, whose duty it shall be to promote the organization of societies in various localities, and to direct the correspondence with them; and also to correspond and cultivate relations with organizations, the objects of which, while not identical with those of this Association, are similar to them.

(6.) *A Committee on Civil-Service Examinations*, of five members, whose duty it shall be to consider and recommend suitable methods of examination for admission to the public service, and to consider the practical conduct of such examinations.

§ 15. These By-Laws may be amended or new By-Laws added by a four-fifths vote at any meeting of the Executive Committee; or by a two-thirds vote, provided a statement of the proposed change had been entered on the minutes at the last meeting.

§ 16. Amendments proposed under the last clause of the tenth section of the constitution shall be first submitted to the Executive Committee.

Communications or inquiries should be addressed to
George McAneny, Secretary, 54 William St., New York.

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REPORT
OF THE
Executive Committee
OF THE
New York
Civil-Service Reform Association

READ AT THE ANNUAL MEETING, MAY 8, 1895

NEW YORK
PUBLISHED FOR THE
CIVIL-SERVICE REFORM ASSOCIATION
1895



REPORT
OF THE
EXECUTIVE COMMITTEE
OF THE
NEW YORK CIVIL-SERVICE REFORM
ASSOCIATION.

READ AT THE ANNUAL MEETING, MAY 8, 1895.

AT the Annual meeting of the Association held on the 9th of
May, 1894, the following officers were elected :

President.

CARL SCHURZ.

Vice-Presidents.

FRANCIS C. BARLOW,
DORMAN B. EATON,
E. L. GODKIN,
D. WILLIS JAMES,

A. R. MACDONOUGH,
OSWALD OTTENDORFER,
THEODORE ROOSEVELT,
HUGH S. THOMPSON.

Executive Committee.

SILAS W. BURT,	SAMUEL H. ORDWAY,
EDWARD CARY,	GEO. HAVEN PUTNAM,
CHARLES COLLINS,	ANSON PHELPS STOKES,
HORACE E. DEMING,	WM. H. THOMSON,
RICHARD WATSON GILDER,	CHAS. W. WATSON,
ALFRED BISHOP MASON,	HORACE WHITE,
JACOB F. MILLER,	EVERETT P. WHEELER,
F. W. WHITRIDGE.	

At a meeting of the Executive Committee held immediately after the adjournment of the Annual Meeting, Mr. Wheeler was unanimously re-elected Chairman. Mr. George McAneny was elected Secretary and Col. Silas W. Burt was re-elected Treasurer.

The several standing Committees were reconstituted as follows :

Publication Committee.

CHARLES COLLINS, Chairman,	RICHARD WATSON GILDER,
ALBERT SHAW,	GEORGE R. BISHOP,
NELSON S. SPENCER.	

Committee on Legislation.

HORACE E. DEMING, Chairman,	JACOB F. MILLER,
FRED. W. WHITRIDGE,	EVERETT P. WHEELER,
GEORGE CHASE,	DORMAN B. EATON.

Auditing Committee.

ROBERT UNDERWOOD JOHNSON, Chairman,	EDMOND KELLY,
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Committee on Finance.

ANSON PHELPS STOKES, Chairman,	SAMUEL P. AVERY,
OSCAR S. STRAUS,	A. S. FRISSELL,
WILLIAM JAY SCHIEFFELIN.	

Committee on Affiliated Societies.

S. H. ORDWAY, Chairman,	R. S. MINTURN,
J. AUGUSTUS JOHNSON,	CHARLES B. STOVER,
J. C. PUMPELLY.	

Committee on Civil-Service Examinations.

C. W. WATSON, Chairman,
ALFRED BISHOP MASON,

A. R. MACDONOUGH,
SETH S. TERRY,

J. H. C. NEVIUS

At the January meeting of the Committee the resignation of Mr. George Haven Putnam was received and accepted and Mr. E. Randolph Robinson was elected to fill the vacancy.

At the February meeting Mr. Anson Phelps Stokes resigned as Chairman of the Finance Committee and Mr. William Jay Schieffelin was elected to succeed him.

At the March meeting Mr. Watson resigned as Chairman of the Committee on Civil Service Examinations and Mr. Edward Cary was appointed subsequently by the Chairman to fill the vacancy. At the same meeting the resignation of Col. Burt as Treasurer was received and accepted and Mr. Schieffelin was elected to fill the vacancy.

Much of the work of the year has been reported in detail in the several published abstracts of the monthly reports of the Secretary. It will not be necessary to review more than briefly the matters to which these related.

The Committee appointed by the State Senate to investigate the charges of the Civil-Service Reform Association against the Governor and the State Civil-Service Commission, met at Albany in July last. A week was passed in the examination of witnesses, records and papers, under the direction of the counsel to the Committee, Mr. Horace E. Deming, and the charges of the Association were sustained amply by the evidence adduced. Not only was it shown that in New York State the operation of the Civil-Service laws had been almost nullified by bad administration, but it was demonstrated beyond all question, by the testimony of the Executive Officers of the United States and the Massachusetts Civil-Service Commission, that elsewhere the success of the merit system has been unqualified. The results of the investigation were gratifying without excep-

tion ; the disclosure of the bad condition in New York, because of the certainty of its correction when brought into the clear light of day, and the exposition of better conditions elsewhere, because it was thus established authoritatively that henceforth it must be considered fully practicable to apply the examination system to subordinate officers and employees of every grade, below the officials having to do with the policy or direction of government, and down to and including the common laborers.

Closely following the Senate investigation came the adoption by the Constitutional Convention of the Civil-Service amendment requiring that "appointments and promotions in the Civil-Service of the State and of all the civil divisions thereof, including cities and villages, shall be made according to merit and fitness, to be ascertained *so far as practicable* by examinations, which, so far as practicable, shall be competitive."

The Association had been engaged for several months in promoting a movement to bring to the attention of the Convention, the importance of this recognition of the principle of Civil-Service Reform. Petitions were circulated in all parts of the State urging the adoption of the proposed section, and many hundreds of individual letters were written the delegates. In recognition of the general demand for careful consideration of the subject, President Choate appointed a Select Committee on Civil-Service, and a series of hearings were accorded by this Committee to representatives of this and other Associations. The section was reported, and, in the closing days of the Convention, was adopted. Its ratification by the people followed, and New York thus became the first State of the Union to embody the principle of Civil-Service Reform in its organic law.

In the fortunate succession of events that has characterized the record of the year there followed the election of a governor in the State and a mayor in New York City, each committed

by sacred pledges to the proposition that the Civil-Service rules be applied "so far as practicable." During the campaign, letters were addressed by a Committee of the Association to all candidates for State and city offices, questioning them with regard to the policy they would pursue, if elected, with reference to extension and improvement of the Civil-Service laws. Both Mr. Morton and Col. Strong gave assurance in their replies that their attitude would be wholly favorable. Since taking office Governor Morton has re-organized the State Commission, and named as one of the new Commissioners Col. Silas W. Burt, the mere fact of whose presence in the Commission is a guarantee of faithful and competent administration. Mr. Willard A. Cobb was appointed as the second new Commissioner, and Mr. Willard McKinstry, the minority member of the old Commission was retained.

In the city, the Municipal Supervisory Board was increased to five members, and an entirely new Board appointed by Mayor Strong, consisting of Messrs. Everett P. Wheeler, E. L. Godkin, E. Randolph Robinson, Chas. W. Watson and J. Van Vechten Olcott. Here again correct administration of the law was assured by the appointment as administrators of warm advocates of the reform.

Shortly after the termination of the Senate investigation the State Commission proceeded to reform the discreditable condition that had been discovered. A new classification was adopted, increasing the number of competitive places one hundred per cent., and replacing in the competitive schedule practically all the scores of important positions which, it will be remembered, had been taken from it at the instigation, or with the approval of Governor Flower. The entire arrangement of schedules was much improved, and a comprehensive roster arranged. Vigorous methods were adopted to carry into effect the new provision of the law that no salaries should be paid to persons not properly appointed and shown as such by this

roster. Better and more frequent examinations were held and a more careful supervision of the affairs of cities undertaken.

The work of improvement was therefore well under way when the new State Commission assumed control, and it has been carried steadily forward since. An additional number of positions have been made competitive, all requests for the exemption of positions have been, with one proper exception, refused, and a better system of marking and rating in examinations has been adopted. The application of the law to county offices, under the new Constitution, and other necessary extensions will add greatly to the Commission's Work. The Public Works and Prisons Departments of the State, held by the Court of Appeals to be exempt under the old Constitution, have already been classified by the Governor, and the other extensions will follow as soon as the Commission is able to undertake them.

In New York City radical changes have been brought about through the action of the new Commission and Mayor Strong. The rules have been changed to do away with the opportunities for favoritism and evasion of the law existing under the former administration. The registration system for the selection of laborers and ordinary mechanics has been placed in force, and the competitive system extended to embrace the Department of Buildings, the office of the Commissioner of Jurors, and the employees in twenty-nine of the mechanical trades. When Mayor Strong took office the number of places in the City service subject to the Civil-Service rules was 7,897 out of a total of 19,340. The number of positions now classified is 13,603, the various extensions and the nature of the places remaining unclassified being shown by the following table :

NEW YORK CITY CIVIL SERVICE.

(MAY 1, 1895).

TOTAL CLASSIFIED SERVICE :

(a) Classified on Dec. 31, 1894.....	7,897
(b) Classified since Jan. 1, 189.	
Buildings Department	139
Office Commissioner of Jurors.....	25
Mechanical trades, etc., (competitive).....	900
Labor service, (registration).....	4,642
	<u>13,603</u>
(a) excepted from examination....	241
(b) under competitive rules.....	8,720
(c) under registration rules.....	4,642
	<u>13,603</u>

TOTAL UNCLASSIFIED SERVICE :

(a) Elective officers and heads of departments	74
(b) Educational Department.....	4,771
(c) County Offices.....	400
(d) Courts and Board of Excise (Under State Civil Service rules).....	492
	<u>5,737</u>
Total Civil Service.....	<u>19,340</u>

The further extension of the system now practicable is confined to the application of the rules to the Educational Department and the County offices, and the reduction of the list of 241 higher subordinate places now classified, but excepted from examination. It will undoubtedly be found practicable to fill the majority of these by the promotion of employees from lower grades. The importance of their inclusion in the merit system is relatively great, for in many instances the competence or incompetence of the officer or employee occupying one of these positions must influence the character of the service rendered by numerous subordinates.

The labor registration system has been in operation since the first of May. The candidates are required only to be

physically sound and to present certificates of character and ability for the particular work for which they apply. They are registered in the order of application and will be employed in the same order, retaining their places on the list when the work is temporary and being assured of retention as long as they discharge their duties properly.

The competitive examinations for candidates for mechanical positions are to be wholly practical, and conducted, in the main, orally. The Board of Examiners has been reorganized and is composed of highly competent men.

It will be seen that remarkable progress has been made in both city and State merely through change in the manner of administration of the present law. An attempt has been made to insure the permanency of the changes for the better and through legislation to secure the full benefit, for the whole State, of the constitutional amendment. The report of the Senate Investigating Committee, transmitted in January, sustained emphatically the charges made by the Association, and, in a comprehensive view of the situation, pointed out numerous causes to which the bad state of affairs was attributable, and urged the speedy adoption of measures designed to eradicate them. A proposed bill accompanied the report, and this was introduced in the Senate by the Judiciary Committee under the auspices of which the investigation had been held. This bill had been drawn by the counsel to the Committee, Mr. Deming, under the criticism of a special committee of this and the Brooklyn Association. At the suggestion of the Executive Committee it was further modified after introduction, and in this form endorsed by the Association. The bill proposes not only to remove all of the imperfect features of the present system, but to place in full effect the constitutional provision. It creates a State Commission having larger powers, receiving more adequate compensation and appointed by the Governor for stated terms of six years, to be removed by him only for reasons

to be stated in writing, and after the Commissioner concerned has been heard in self-defense. It provides for the appointment and removal of Municipal Commissioners in a similar manner, by Mayors, and gives the State Commission a limited control over the city systems, permitting interference, however, only for the purposes of improvement.

It provides for the classification of county employees and requires that a roster be kept of all public employees in the State, cities, counties, towns and villages, although in the case of the smaller divisions nothing further than the keeping of such a roster is required. No disbursing officer is to be permitted to pay a salary to an employee whose name is not properly upon this roster.

It abolishes non-competitive examinations, except where, after advertisement, competition has been found not to be practicable ; it reduces greatly the number of positions that may be excepted, and provides for competitive examinations for all promotions and for the registration of all public laborers. It establishes a uniform system for all branches of the public service and renders it impracticable for any city, great or small, or for any department of the State, to violate in any way either the terms of the law or the provision of the Constitution.

Several hearings have been held on this bill, at which both the Association and the Senate Committee have been represented. Slight amendments have been made, none of which alter materially any of its features. The bill was reported two weeks ago, and yesterday was passed by the Senate by a vote of 21 ayes to 3 nays.

The bill was introduced in the Assembly by Col. William Cary Sanger, of Oneida. It was referred to the Committee on Judiciary, before which a hearing was given, but it has not been reported. Col. Sanger and other friends of the reform in the Assembly will make every effort to secure favorable action on the Senate bill notwithstanding the evident hostility of

a majority of the members, and though the time remaining is short, there is a chance that the bill may reach the Governor and become a law.

Within a week there has been a decision of the Supreme Court rendered by Justice Herrick which, in the event of the failure of the pending bill to pass, and if it be affirmed, will aid greatly in securing the added benefits of the Constitutional amendment. The case at issue was that of a veteran of the late war applying for the position of patrolman in the police department of Albany, and claiming the right of appointment without examination under the act of 1894 giving this privilege to veterans in certain cases. A writ of mandamus was asked to compel the Police Commissioners to make the appointment. In denying the application Justice Herrick held that while legislation might be needed to give affirmative effect to the new constitutional provision, the section would have a negative effect even in the absence of such legislation, and that all laws and parts of laws, now existing, that are inconsistent with its provisions, or "repugnant to its principles," are abrogated. In the case of veterans this will permit merely the giving of a preference to those who have passed the competitive examinations. Other classes of employees hitherto exempted on various pretexts must be subject to competitive examination as far as practicable, and the Legislature has no power to pass any act to interfere with this farthest practicable application. Steps have been taken in Brooklyn to prevent the payment of salary to all persons now in the excepted class who have been appointed since January 1, and the result will be awaited with interest.

Several measures designed to injure the Civil-Service system have appeared during the legislative session, all of which have been defeated, either in committee, in the open house, or through the veto of the Governor. The most serious of these was the bill introduced by Assemblyman Burns, of Westchester, providing

that it should not be deemed practicable to apply the Civil-Service rules to positions paying as high as \$4 per day or an annual equivalent. This bill was reported by the Judiciary Committee, and its introducer boasted that it would pass by a large majority. A movement against it was organized by the Association and extended through the State. It was shown that the bill would affect sixty-seven per cent. of the service in New York City, eighty-five per cent. in Brooklyn and a similar proportion elsewhere, that it was clearly unconstitutional, and, moreover, that no honest reason could possibly exist for its advancement. Many letters and memorials emphasizing these facts were sent to Assemblymen, among them one signed by the Mayor and the head of every city department in Buffalo. The bill was laid aside when reached, and has since been abandoned precipitately.

There has been a change in the organization of the National Civil-Service Commission caused by the resignation of Mr. Roosevelt, who has accepted the position of Police Commissioner in New York City. The resignation of Commissioner Lyman, it is said, has also been placed in the hands of the President. Col. William G. Rice of Albany has been named as the probable successor of Mr. Roosevelt. Nothing definite is known as to the successor of Mr. Lyman. The continuance of Mr. John T. Procter in the Commission, which is assured, is most fortunate. Mr. Procter has ably supplemented Mr. Roosevelt in the latter's valuable work, and his retention will be a constant advantage in the work of further advancing the reform.

During the year, the President has extended the rules to cover the bulk of the Internal Revenue Service, Custom Houses having between 50 and 20 employees, messengers, watchmen, etc., in the departments at Washington, and various minor branches. He has reduced the number of excepted places greatly by transferring to the competitive list many of the higher subordinates of the Post Office Department and elsewhere. In all 8164 places have been added to the com-

petitive list by these orders, making a total of 47,975 now classified, and 45,722 of these competitive.

There are still 20,000 places that may be classified by the President without further legislation, and still 2000 excepted places, within the classified service, to many of which the competitive rules may be applied.

Bills have been pending in the recent Congress providing for the selection for merit of Fourth Class Postmasters and the retention of all postmasters during good behavior, prohibiting the solicitation of political assessments and contributions in any manner, and providing for the reorganization of the consular service under Civil-Service rules.

The Consular Bill was reported favorably in the Senate by the Foreign Relations Committee. It will be submitted to the incoming Congress on the first day of the session, and the strongest efforts made to secure its passage. During the winter a movement was set on foot by the Association to secure action from the commercial bodies of the country. Resolutions were passed, and memorials submitted by Chambers of Commerce, and Boards of Trade, in almost every large city of the country, calling upon Congress to pass the bill. Copies of these have been forwarded from our office to Senators Morgan and Lodge, and will be submitted at the time of the re-introduction of the bill. Further efforts will then be made to secure a stronger and more general expression concerning the urgent importance of the proposed reform to the nation's commercial interests.

State Civil-Service Acts have been pending during the winter in Illinois, Indiana, Pennsylvania, Minnesota and Colorado, that in Minnesota being promoted by the Civil-Service Reform Association of St. Paul, organized with our co-operation a few months ago. The Illinois act became a law. It provided that each city of the State should vote on the proposition to establish the rules prescribed. The question was submitted at the municipal election in Chicago on April 3,

and after a remarkable campaign of education the rules were adopted by a majority of 46,000 votes in a total of 160,000 cast. The new Mayor, George B. Swift, elected on the same day, has declared his hearty sympathy with the reform, and expressed his intention of carrying out the provisions of the law to the letter. In ninety days from the date of the election the rules will be applied in every city department of Chicago.

The Minnesota act passed the Senate after a public meeting in its support had been held in the Capitol, but it failed in the Assembly.

The Committee has been actively engaged in promoting the organization of new local associations, with some success. We have aided also in the organization of a National League of College Civil-Service Reform Clubs, for which purpose a convention was held in Chicago the 3d inst.

Our Committee on Affiliated Societies has assisted materially in this work, and has also secured the co-operation of many of the local Good Government Clubs. The Chairman of the Committee on Affiliated Societies and the Secretary, have addressed a number of these clubs on the subject of Civil-Service Reform under the new city government, and in the case of several of them, special committees have been appointed to deal with the subject.

The amount of literature issued from the office during the year has been very much larger than heretofore, and the facilities for its dissemination have been increased. Larger offices have been taken in the building at 54 William Street, in conjunction with the National League, and preparations made to take up actively the increased work that, it is expected, the larger opportunities of the year will bring.

Respectfully submitted,

EVERETT P. WHEELER,
Chairman.

GEORGE McANENY,
Secretary.

TREASURER'S ANNUAL REPORT.

Balance per Statement May 1, 1894, ... \$53.05

RECEIPTS.—Annual dues.....		\$1,720.00	
Life memberships.....		75.00	
Subscriptions.....		2,850.00	
Loan from A. P. Stokes....		1,000.00	
Return payments on loan to National League.....		300.00	
Loan ret'd by State League.		15.00	
Rent from National League.		100.00	
From H. G. Pearson Monu- ment Association for post- age and addressing.....		52.83	
Pamphlets sold.....		21.14	
Interest on deposits.....		19.60	6,153.57

DISBURSEMENTS :			\$6,206.62
Salary of Secretary.....		\$1,800.00	
Clerical service.....		496.35	
Rent of office and janitor's fees, 15 mos.....		368.50	
Printing.....		315.72	
Postage and stamped en- velopes.....		381.08	
Expenses attending Senate investigation.....		381.04	
Traveling expenses.....		92.38	
Paid to A. P. Stokes on account of loan.....		500.00	
Paid toward support of <i>Good Government</i>		470.00	
Paid to Civil Service <i>Chronicle</i>		100.00	
Subscription to <i>City Record</i> ..		9.30	
Office supplies, furniture and miscellaneous expenses...		214.51	5,128.88

Balance on hand..... \$1,077.74

E. & O. E.

WM. JAY SCHIEFFELIN, *Treasurer.*

NOTE.—The Association is indebted to Mr. Stokes in the sum of \$1,000, of which \$500 was advanced during a previous year, and \$500, net, during the current year.

REPORT

OF THE

Executive Committee

OF THE

New York

Civil-Service Reform Association

READ AT THE ANNUAL MEETING, MAY 13, 1896

WITH APPENDIX.

NEW YORK

PUBLISHED FOR THE
CIVIL-SERVICE REFORM ASSOCIATION

1896

REPORT
OF THE
EXECUTIVE COMMITTEE
OF THE
NEW YORK CIVIL-SERVICE REFORM
ASSOCIATION.

READ AT THE ANNUAL MEETING, MAY 13, 1896.

AT the Annual meeting of the Association, held on the 8th of
May, 1895, the following officers were elected :

President.

CARL SCHURZ.

Vice-Presidents.

FRANCIS C. BARLOW,
DORMAN B. EATON,
E. L. GODKIN,
D. WILLIS JAMES,

A. R. MACDONOUGH,
OSWALD OTTENDORFER,
THEODORE ROOSEVELT,
OSCAR S. STRAUS.

Executive Committee.

S. P. AVERY,	JACOB F. MILLER,
SILAS W. BURT,	SAMUEL H. ORDWAY
EDWARD CARY,	E. RANDOLPH ROBINSON,
CHARLES COLLINS,	ANSON PHELPS STOKES,
HORACE E. DEMING,	WM. H. THOMSON,
RICHARD WATSON GILDER,	CHAS. W. WATSON,
ALFRED BISHOP MASON,	HORACE WHITE,
EVERETT P. WHEELER.	

At a meeting of the Executive Committee held immediately after the adjournment of the Annual Meeting, Mr. Wheeler was unanimously re-elected Chairman. Mr. McAneny was re-elected Secretary and Mr. Schieffelin was re-elected Treasurer.

The several standing Committees were reconstituted as follows:

Publication Committee.

RICHARD WATSON GILDER, Chairman,	ALBERT SHAW,
GEORGE R. BISHOP,	SETH S. TERRY,
NELSON S. SPENCER.	

Committee on Legislation.

JACOB F. MILLER, Chairman,	EVERETT P. WHEELER,
GEORGE CHASE,	DORMAN B. EATON,
FRED. W. WHITRIDGE.	

Auditing Committee.

ROBERT UNDERWOOD JOHNSON, Chairman,	HORACE WHITE.
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Committee on Finance.

WILLIAM JAY SCHIEFFELIN, Chairman,	D. D. CHAPLIN,
A. C. BERNHEIM,	A. S. FRISSELL,
ALEXANDER MAITLAND.	

Committee on Affiliated Societies.

S. H. ORDWAY, Chairman,	R. S. MINTURN,
J. AUGUSTUS JOHNSON,	CHARLES B. STOVER,
J. C. PUMPELLY.	

Committee on Civil-Service Examinations.

EDWARD CARY, Chairman,
EVERETT V. ABBOT,

A. R. MACDONOUGH,
ALFRED BISHOP MASON,

J. H. C. NEVIUS.

At the June Meeting the resignation of Mr. Gilder as chairman of the Publication Committee was received and accepted, and Mr. Robert Underwood Johnson was elected to fill the vacancy. At the same meeting Mr. J. G. Phelps Stokes was elected a member of the Finance Committee in place of Mr. Maitland who had not been able to serve.

The past year has been remarkable for the progress made in the extension of Civil Service Reform, both in the Federal Service, in New York State and elsewhere in the United States.

By an order of the President, issued on the 6th of the present month, the United States civil service rules have been extended to every position in the Executive branch of the Government to which they are applicable, with the single exception of positions in the Life Saving Service.

At the beginning of the present administration there were 43,447 positions subject to the rules. Various extensions made during the past three years had brought the total in December last to 55,736. The latest extension brings it to 85,278. The only officers or employees in the Executive branch remaining unclassified, with the single exception before mentioned, are those appointed by the President subject to confirmation by the Senate, and those employed merely as laborers or workmen. Within the classified service the excepted list is reduced from 2,099 to 775, and the exceptions are confined substantially to cashiers of post-offices, custom houses, etc., and the confidential clerks of the President and his cabinet officers. Non-Competitive examinations are abolished wholly.

The order repeals the former rules, which were arranged under ten different titles, numbering fifty-three in all, and substitutes for them a simple code of twelve expressed so briefly

that they may be printed on a small leaflet. The classification is to apply to all offices now existing or hereafter created that are not specifically exempted, reversing the former plan through which all were exempt until specifically classified.

The Executive civil service is re-divided into five branches: the departmental service, the custom house service, government printing service and the internal revenue service. The departmental service will include all officers and employees, between the two extremes stated, in (1) The Departments, Commissions and offices in the District of Columbia; (2) the Railway Mail Service; (3) the Indian Service; (4) the Pension Agencies; (5) the Steamboat Inspection Service; (6) the Marine Hospital Service; (7) the Lighthouse Service; (8) the Mints and Assay Offices; (10) the force of custodians of public buildings; (11) the Sub-treasuries; (12) the Engineer Department at large; and (13) those other employees outside of the District of Columbia whose duties are clerical or medical, or who serve in any capacity higher than that of laborer.

The old plan of classification according to titles or salaries is superceded by a classification based upon the duties or functions—a change which shuts the door against innumerable possible abuses. Another noteworthy change is the recognition of the Civil Service Commission as the supervisor of the entire system of promotions. The jurisdiction of the Commission in the matter of investigations is also broadened greatly. The whole tendency of the new rules is, in effect, to centralize both the control and responsibility in the Commission, a plan which cannot fail to add greatly to the general good order of the Civil Service.

President Cleveland has thus well nigh completed the work of Civil Service Reform in the executive branch of the Government. When the plan of labor registration in operation in the Navy Yards shall have been extended to all laborers employed by the Government, when the rules for the selection of candidates for the Consular Service shall have been made competitive, when a system of appointment and retention for merit shall have been applied to the great body of postmasters, and when it shall be the custom, at least, to retain in office, during good behavior, even officers confirmed by the Senate, whose duties are of a business and not a political character, the

merit system will have been applied to the entire Executive branch; the task then will be one of administration, which is of course, equally important.

There remain other extensions, which may be brought about only through the action of Congress. These would include the employees of both the legislative and judicial branches of the government, of whom there are 1,066 and 2,666 respectively. It is the view of the president, that to classify the employees of the District of Columbia, numbering, approximately, 2,000, also requires action by Congress.

Efforts have been made to secure from the present Congress legislation designed to hasten these further reforms. The bill to reorganize the Consular Service on a competitive basis has been reintroduced by Senator Lodge, and referred to a subcommittee of the Committee on Foreign Relations in the Senate, consisting of Senators Lodge and Morgan. It has not been advanced. A bill to classify the employees of the District, prepared by the Civil Service Reform Association of the District of Columbia, and advocated by the Washington Board of Trade, and other business and political organizations has been introduced in each House. It has been reported unfavorably in the Senate, and is still under consideration by the Civil Service Committee in the House. The bill designed to secure appointment and tenure of postmasters for merit has been reintroduced, but has not passed beyond the reference to committees.

When it became clear that reform in the appointment of postmasters would be impracticable for a year at least, Postmaster-General Wilson adopted a system of his own, designed to secure that end. His plan was, simply, to consolidate the small offices with the larger free delivery offices, and to redesignate the postmasters as superintendents or clerks, thus bringing them within the classified service. This plan had been carried out to a limited degree during 1895. 94 offices had been consolidated. Not only had the efficiency of each been increased greatly, but the saving in the cost of annual maintenance had averaged \$354. To extend the system, however, Mr. Wilson found that it would be necessary to secure a transfer from the appropriation for postmasters' salaries to that for clerical service. He asked of Congress that during the coming fiscal year \$2,000,000 be taken from the

one head and \$1,500,000 added under the other, the difference of half a million to represent the saving he expected to effect in consolidating two thousand additional offices. It would be impracticable to exceed that number during a single year. After a bitter debate in the Senate this request was flatly refused. The Senate went further than this, and adopted an amendment to the Appropriation Bill prohibiting consolidation in future beyond the corporate limits of a city, and restoring the offices already consolidated to their original condition. This amendment is still under consideration by the Conference Committee of the two Houses. A campaign against its adoption has been carried on by the National League and protests from all parts of the country, particularly from localities in which consolidation had already been effected, have been forwarded to the Committee.

It has been the constant effort of the administration during the year to improve the service, and to establish the merit principle in appointments to places both classified and unclassified. Many individual instances of appointments of the latter class have been cited in the monthly reports of the Secretary. The recent sweeping extension of the President fittingly completes the record that has been made.

It is believed now to be possible to secure the extension of the merit system in New York State as far as in the federal service. The amendment to the Constitution that went into effect on January 1, 1895, requiring that all appointments and promotions in the civil service of the State, and of any of its civil divisions "shall be made according to merit and fitness to be ascertained so far as practicable by examinations, which, so far as practicable, shall be competitive," has been construed very broadly by the Court of Appeals. It has been held in effect that the amendment is self-executing, and that even though the Legislature were to repeal all existing civil service statutes, any appointments made contrary to its provisions must be held to be illegal. No appointment may be legally made to a position for which it is practicable to examine candidates competitively, unless such an examination has been held and the appointee selected from among those passing highest. As the test of practicability can only be actual experience, and as examinations are being held in the Federal service for positions of every character and of the

highest order, there is little doubts that the Courts would consider these standards in reaching conclusions in individual cases.

The bill drawn by the counsel of the Senate Investigating Committee of 1894, in conjunction with committees of this and other associations, and designed to carry the constitutional amendment into full effect, was, with some changes suggested by these committees, reintroduced into the legislature of 1896 by Assemblyman William Cary Sanger. The passage of this bill would have provided an adequate system of classification based upon competitive principles, and would have solved very largely the various questions that have been at issue. It was, however, defeated. Hearings were held before the Committees on the Judiciary in each House, and a favorable report secured in the assembly. In the senate there was no report. When the bill was placed on the order of final passage in the assembly, the adverse vote was 61 ayes to 50 noes. The fact that it was advanced at all was due very largely to the untiring efforts of Col. Sanger, and to the assistance given him by Mr. Robbins, chairman of the Assembly Committee on the Judiciary.

In the absence of legislation it will be necessary to secure the enforcement of the amendment during the coming year through the courts. A suit designed to test the legality of appointments without examination to a number of excepted places in the Brooklyn municipal service, has already been commenced under the auspices of the Brooklyn Civil Service Reform Association. Another suit will probably be brought shortly in the matter of the employees of the recently organized State Department of Excise. The liquor tax law, commonly known as the "Raines Law," provided for the appointment of a large number of subordinate employees. The special agents, of whom there are sixty, were described in the bill as the "confidential agents of the Commissioner," the design being to secure their exemption from examination on the pretense that the persons to occupy relations to the Commissioner of so delicate and confidential a character must be selected by him personally. Governor Morton was requested on behalf of the Civil Service Reform association and other bodies to classify these and other subordinates of the new department in the competitive schedules, as the constitution

undoubtedly requires. He failed to do so, promulgating a classification that included these offices in either the exempt or non-competitive schedules. State Comptroller Roberts has since held that he has not the authority to sign warrants for the payment of salaries to persons appointed to these positions without examination, and has stated positively that he will not do so. It will be remembered that the Comptroller refused to pay the salaries of persons appointed without examination by Superintendent Aldridge, to positions in the Department of Public Works. It was in a suit brought to compel him to make such payments that the decisions of the Court of Appeals were given construing the constitutional amendment and holding that these and all other positions in which examinations are practicable, must be classified competitively. It is likely that a similar suit to compel payment will be brought by an employé of the Excise Department. If this proves to be the case the Executive Committee of this association will be represented in the defence, and steps have already been taken toward securing competent counsel.

Although the competitive lists in the State service have been extended largely during the year, much wider extensions are still necessary to give the constitutional amendment full effect. A letter has been prepared, and will be submitted herewith, addressed to the Governor and the State Commission, asking that they at once take the necessary steps toward securing these extensions, (1) by placing in the competitive schedules all positions which it is practicable to fill by examination; (2) by establishing a system of labor registration for the employment of laborers and mechanics on the canals, the new capitol and other public works; and (3) by insisting that the municipal classification in each city shall also be based upon the principle that there shall be competition wherever practicable. It will be an important part of the programme of the Committee's work for the coming year to secure these important advances.

The State Civil Service Commission has been reorganized during the year by the retirement of Commissioner McKinsty, and the appointment by Governor Morton of ex-Senator George P. Lord, of Yates county, a gentleman whose reputation had been that of a practical politician, and whose lack of sympathy with the purposes of Civil Service Reform, and of

acquaintance with its methods, was well known. Both the removal of Mr. McKinstry, who had become an extremely efficient Commissioner, and the appointment of Mr. Lord, were against the protest of the Civil Service Reform Associations of the State, and of many other bodies and individual citizens interested in the successful continuance of the Commission's work. It is significant that the non-competitive classification of the Liquor Department employees was adopted by the votes of Commissioners Cobb and Lord, and against that of Commissioner Burt. It remains to be seen whether there will be similar opposition within the Commission to the reforms shortly to be proposed.

A number of measures designed to injure the Civil Service system were introduced in the Legislature during the recent session. Notable among these was a bill taking the control of examinations in the municipal Fire Department from the Civil Service Commission, and vesting it in a board to consist of one Fire Commissioner and two subordinate officers. This bill passed both Houses. At a hearing before Mayor Strong it was opposed by this Association, and by the Board of Fire Underwriters, the Municipal Civil Service Commission, and other bodies. It was returned without the Mayor's approval, shortly after the adjournment of the Legislature, and too late to allow an opportunity for its repassage. The other objectionable bills, with a single exception, were defeated at various stages. The exception was a bill introduced by Assemblyman O'Grady, of Rochester, exempting from examination all assistants to a City Attorney or to a Corporation Counsel, the purpose being to legalize the appointment of two assistants to the City Attorney of Rochester, who had been unable to draw their salaries because of the determined stand taken by the Mayor of that city against illegal appointments. It applies, however, to similar offices in every part of the State. It is now in the hands of the Governor, who has been requested on behalf of the Committee to withhold his signature.

In New York City efforts have been made to secure the extension of the rules to the bulk of the higher places still exempt from examination. Of the total of 20,933 employees in the city service on the 1st of February last, approximately 14,300 were subject either to competitive examination or the labor

registration system. Of those remaining, 5418 in the Educational Department were subject to a separate system; 529 in the Courts were subject to the State rules; 417 in the County offices were held to be beyond the jurisdiction of the Civil Service Commission; and about 250 high subordinates in the various Departments were classified in the excepted schedule. Several months ago a conference was held between members of the Municipal Supervisory Board and committees representing the Civil Service Reform Association, the City Club and the Council of Confederated Good Government Clubs, and a proposition submitted by the latter that the excepted list be reduced virtually to deputies, private secretaries, and a few of the higher professional offices, such as principal assistants to the Corporation Counsel. The Supervisory Board recommended to the Mayor the transfer of the places in question to the competitive list, without exception. The Mayor has not as yet acted in the matter, but there is every reason to believe that he will approve practically all the changes suggested. When this upward extension is accomplished, and the county employees are classified, the requirements of the constitution will be fully carried out in the Municipal Service.

The system of labor registration has been in successful operation since the 1st of May, 1895. Up to April 1st, last, 8261 names had been placed upon the list of those eligible for appointment. About 12 per cent. of those applying had failed either to appear for the physical examination, or to present the necessary testimonials of good character and ability for work. About 6 per cent. failed to pass the physical tests; and about 8 per cent. of those registered had been selected for employment. The system of registration and certification adopted by the Labor Bureau is very nearly automatic. The eligibles secured have been exceptionally good, and the various heads of departments have expressed great satisfaction with the results. Considerable information relative to the operation of the system has been furnished to labor organizations during the year. The Committee is satisfied that there is a growing appreciation among laboring men of the advantages secured to them through the system, and a constantly increasing interest in its operation.

The Supervisory Commission has been enabled to transfer a number of mechanical positions formerly subject to registra-

tion only, to the competitive lists. Arrangements have been made with the trustees of the New York Trade School for the holding of practical examinations for positions of this character in the school shops, under the conduct of the instructors therein employed.

State Civil Service acts have been pending during the year in Maryland and Ohio. The bill in Maryland was passed by the Senate, but defeated in the House of Delegates. A proposed constitutional amendment was adopted, however, providing for the establishment of the merit system in the State and in every city and county. This is to be submitted to popular vote at the State election of 1897. The bill in Ohio was passed by the Senate, but on a motion to reconsider was defeated. The strongest efforts were made by the local reform bodies to secure the passage of these two measures. The way has at least been well prepared for future work in the same direction.

A bill prepared for introduction in the Legislature of Pennsylvania has been approved by the State Republican Convention, and by the Republican General Committee. It is announced that it will be made a party measure during the coming session. Plans have already been completed for the introduction of bills in the Legislatures of Minnesota and Louisiana in 1897 and similar measures will doubtless be introduced in other States. In each of these local movements our Association has been able to assist materially, furnishing literature, speakers, etc.

Within the past few weeks rules have been adopted by popular vote in the cities of Seattle and Tacoma, Washington. In the local movements preceding these elections, we were also able to co-operate.

A notable victory for the reform has been secured in Massachusetts where the act of 1895, exempting war veterans from all examination and compelling their appointment to any vacant office for which they might apply, has been held to be unconstitutional by the supreme court of the State.

Several newly organized Civil Service Reform Associations have been added to the membership of the National League during the year. The College League of Civil Service Reform Clubs has also been extended materially, and now includes organizations in very nearly all of the great

universities and colleges. A Women's Auxiliary to our own Association has been organized, and for several months has been engaged actively, and most helpfully, in promoting the local work.

The Association continues to circulate a large amount of literature, the increased demand for which has been very encouraging. The information formerly transmitted to members through the printed abstracts of the Secretary's reports, is now published monthly in *GOOD GOVERNMENT*, the organ of the National League, the publication of which has been transferred to the New York office, under the Secretary's direction.

As the work of the Association has increased efforts have been made to enlarge the income from regular sources. A class of "Sustaining Members" has been created, to consist of those paying twenty dollars annually in excess of the ordinary dues. Fifty sustaining members have already been secured. The Finance Committee will endeavor to add to this list during the coming year, and to increase by other means the amount of funds necessary to the successful continuance of the work.

Much may now be accomplished, and the progress of the year is substantial encouragement to renewed effort.

Respectfully submitted,

EVERETT P. WHEELER,
Chairman.

GEORGE MCANENY,
Secretary.

TREASURER'S ANNUAL REPORT.

Balance per Statement, May 1, 1895.....\$1,077.74

RECEIPTS.—	Annual Dues.....	\$1,545.00
	Sustaining Dues.....	1,172.50
	Subscriptions	1,449.50
	Balance of Pearson Monument Fund.....	71.10
	Pamphlets sold.....	2.00
		\$4,240.10
		\$5,317.84

EXPENDITURES.—	Salary of Secretary..	\$1,800.00
	Counsel Fees.....	1,145.88
	Clerical Service.....	555.00
	Rent of Office.....	300.00
	Printing.....	172.20
	Postage.....	195.65
	Paid toward support of "Good Government"	300.00
	Paid "Civil Service Chronicle".....	100.00
	Paid to A. P. Stokes, on account of loan	250.00
	Advance to College League.....	25.00
	Travelling Expenses.	108.14
	Paid to representative at Albany.....	105.00
	Remington Typewriter	92.50
	Office Supplies, Furniture, and Miscellaneous Expenses.	148.32
		\$5,297.69

Balance on hand, May 1, 1896, \$ 20.15

E. & O. E.

WM. JAY SCHIEFFELIN,
Treasurer.

APPENDIX.

REPORT OF A SPECIAL COMMITTEE ON THE SYSTEM OF AP-
POINTMENT AND PROMOTION IN THE NEW YORK CITY
DEPARTMENT OF POLICE, SUBMITTED MAY 13, 1896.

TO THE CIVIL SERVICE REFORM ASSOCIATION:

THE undersigned committee, at the invitation of President Roosevelt, on Feb. 29th last, examined into the methods of appointment and promotion in the Municipal Police Department, and respectfully report as follows:

The present Board of Police Commissioners took office May 6th, 1895, at a time when the investigations of the Lexow Committee had revealed a condition of demoralization extending virtually throughout the department. It had been shown conclusively, not only that members of the force of both high and low rank had been guilty of blackmail and corruption, but that this to a certain degree was the logical result of the methods of appointment and promotion then prevailing.

It had been shown that appointments to the force, with only an occasional exception, were secured through political influence, or by absolute purchase. Promotions were made, with rare exceptions, for similiar reasons. The civil service rules were so perverted, that they did not interfere seriously with either practice.

It very frequently followed that, having entered the department by means of corruption, an officer accepted the plan as a natural basis for his future course. In order to cover the amount paid for his appointment or promotion, he levied blackmail on others; and the practice was often encouraged by his superiors in order that the position, commercially, might be made more valuable, and likely to command a high price when next put up for sale. It is certainly the case that merit and decency had little to do with the appointment or advancement of a police officer during the few years prior to the appointment of the present Board, and that no other single cause was so effective in creating the conditions the Lexow Committee discovered.

THE REORGANIZED POLICE COMMISSION.

Mayor Strong selected as Police Commissioners, Messrs. Theodore Roosevelt, Andrew D. Parker, Frederick D. Grant and Avery D. Andrews. Shortly after their original selection the so-called Bi-partisan Police Bill was passed, requiring the appointment of not more than two members from any one political party. It so happened that Mr. Roosevelt and Col. Grant were Republicans, and their two associates Democrats. All were re-appointed, under the provisions of the new act.

Confronted with the state of demoralization to which we have referred, the new Commission undertook as its first work the reorganization of the force on a merit basis. Denied by the Legislature the right to make necessary dismissals in the course of reorganization, the Commission was obliged to adopt the slower and necessarily less effective process of reduction or dismissal for only such faults as could be proved satisfactorily in a court of law. But the Commission did possess great powers in the direction of reorganization in its right to make removals for unfitness only, and appointments or promotions solely for fitness. The change proposed was entirely novel compared with previous custom, and for a period it seemed difficult for members of the force to comprehend that the Commissioners were in earnest. It is evident, however, that their purpose has since become quite well understood.

THE SEPARATE CIVIL SERVICE BOARD.

The Bi-partisan Bill provided for the creation of a separate Civil Service Board, to consist of a number of captains and inspectors, and to be entirely independent of the Municipal Supervisory Commission. This for a time complicated matters. The separate Board was organized, nevertheless, without delay, by the addition of four clerks, one of whom, Mr. Wiloughby B. Dobbs, who had served four years in the National Civil Service Commission, was made Chief Examiner, and another, Mr. William H. Bell, who had been a year on the Municipal Civil Service Board, being made Secretary. Practically all the work had been done by these employees, who have become trained experts, and who have devoted their entire time to their duties. Without their aid the Civil Service Board would have been utterly helpless, as the Inspectors and Captains could not possibly spare the time from their

regular employment to learn an entirely new set of duties, the proper performance of which would have demanded their entire executive attention. But thanks to the appointment of these clerks, and to their very efficient labors, the Board has reached a high standard of proficiency, and has become an important factor in the regeneration of the force. Its efficiency, however, is attributable also to the resolute purpose of the Police Board to obey the Civil Service Law in letter and spirit. The same system in the hands of administrators unfriendly to Civil Service Reform would produce results of a directly opposite character. The plan of separate administration is, therefore, in itself, unwise and vicious, and might result in the nullification of all the good to be hoped from the reform.

THE CONDUCT OF EXAMINATIONS.

At the outset, there existed a large number of vacancies in the force of patrolmen. Many had been dismissed as the result of disclosures before the Lexow Committee, and many others had been retired at their own request. The retirement of the Chief of Police, and of a number of captains, inspectors and sergeants shortly afterward, reduced the force further. The Commission found it necessary, therefore, to proceed at once to secure a large number of new men for patrolman's duty, and to fill by promotion, the vacant places in the higher grades. In describing the system adopted, the methods of appointment and promotion will be considered separately.

Since the organization of the new Board and up to the time of our examination 496 men had been appointed as patrolmen. There had been received from the Municipal Civil Service Board approximately 1500 applications, filed before the passage of the Bi-partisan Bill. The applicants in these cases were the first to be examined. All but 416 failed to pass the physical examination, and only 144 passed the mental examination. Six of these were dropped from the rolls for cheating, and 7 for other proper reasons; 13 were not selected because of the unsatisfactory nature of their vouchers, of themselves, or of their antecedents. All of the rest were appointed. The separate Commission had received the applications of 3170 candidates, 3075 of whom had been examined by the Board of Surgeons, and 55 per cent. rejected. In the mental examinations fol-

lowing, about 30 per cent. failed, leaving not more than 15 per cent. of the original applicants who reached the eligible lists. It will thus be seen that the process of examination has been a careful one.

The mental examinations have been conducted in the main by the chief Examiner and Secretary, under the joint supervision of the Civil Service Board and the Commissioners personally. The medical examinations have been conducted by committees of the Board of Police Surgeons; the athletic examinations, by Dr. Brown, examiner for the Municipal Commission. Both mental and physical tests have been thoroughly practical in character.

Each of the examinations had been advertised widely. The Commissioners had also taken pains to emphasize publicly, the fact that candidates would be selected for appointment solely because of the qualifications discovered in the examinations, and that political considerations would in no case be given weight. As a result a much better grade of applicants have appeared, while the severity of the examinations has served to weed out from among these all but the most fit.

HOW APPOINTMENTS HAVE BEEN MADE.

The system of appointment from the eligible lists, we found to be substantially as follows: When the lists have been prepared, copies are furnished by the Examining Board to each of the four Commissioners. The eligibles are then separately summoned before each Commissioner, and examined by him personally, with reference to previous work and associations, and other personal qualifications that may not have been brought out in the examination proper. It has been the custom of the Commissioners, we find, to make definite notes of their impressions in each case. Twenty of the men on the existing eligible list were examined in this manner by Commissioner Roosevelt in the presence of your committee. These were taken in the exact order of their standing.

The following instances will give some idea of the character of the questions put by Mr. Roosevelt, and the answers received:

G—— B——

Q. Where were your parents born? A. In New York.

Q. Is yours a New York, or a German name? A. English name, originally; my grand-parents came from England.

Q. You attended public or parochial schools? A. Public.

Q. Your present occupation? A. Clerk.

Q. How long? A. Three months.

Q. Where were you before that? A. I was in the lumber business with my father.

Q. Were you always under your father? A. Yes, sir.

Q. Did you ever have any trouble with the police? A. No.

Q. Ever been discharged from any position? A. No, sir.

Q. Can you get a recommendation from your present employer? A. Yes.

Q. Who is G. W. S.? (reference). A. Lawyer, in the Vanderbilt building.

Q. Who is R. B.? A. He is an architect.

Q. Who is Mr. W.? A. He is in the lumber business at No. — Wall Street.

Q. How did you happen to think of getting on the Police force? A. Well, I wasn't doing anything during the month of October, and I had to get some kind of a position, and my friends advised me to try for this.

Q. Have any of your friends ever gotten one? A. Not that I know of.

Q. Why did they advise you to try? A. I presume they saw the advertisement, and had a general idea that it was worth trying for.

Q. It was not suggested to you by any politician? A. No.

Q. Did you understand that it was necessary to get any influence? A. I was given to understand that you could not use any influence.

Q. Did you ever try to use any? A. I don't know of any that I could use.

J—— R——

Q. Were your parents born in Germany? A. No, sir. They were born in this country. My great grandfather was born in Germany.

Q. Were you educated at public, or parochial schools? A. Public.

Q. What is your present occupation? A. Locomotive fireman.

Q. What road? A. Manhattan, Third Avenue.

Q. How long have you been with them? A. Eight years.

Q. What are you earning? A. \$2 per day.

Q. What put you into the idea of trying an examination for policeman? A. Well, in the first place the outlook on the Manhattan system is rather dubious. I went there with the expectation of being promoted. I am a man with a family, and wished to get a position whereby I could rear my family with some degree of respectability.

Q. Did anyone suggest that you should come? A. No, sir. The idea originated in my own mind. Thought probably that I might succeed.

Q. No politician suggested it to you? A. No, sir. I have no politics; vote according to my liking.

Q. Were you told that you could use any influence? A. No.

R ——— B ———

Q. Where were you born? A. New York State.

Q. Where were your parents born? A. New York State.

Q. Present occupation? A. Soldier; engineer corps, West Point.

Q. Have you a recommendation from your superior officer? A.

Yes.

Q. How long have you been there? A. Three years.

Q. Who suggested the idea of applying for this position? A. I thought it might better my position. I do not want to remain single.

Q. Did any of the men from West Point come down with you? A. No, but one man tried the examination from the engineers; he didn't pass.

Q. Did any politician suggest that you come here? A. No.

Q. Is it currently understood among the men at West Point that a man may get a good position in this department? A. Yes, sir.

Q. Is it discussed to any extent? A. Yes.

Q. How long has this been discussed up there? A. For about a year.

Q. When you went up there three years ago was there any such opinion? A. No.

Q. Did any of the men ever try it then? A. No.

As each personal examination proceeded, the Commissioner marked upon the list in annotations, the answers to his queries, and his general estimate of the candidate. In no case had the candidate been personally known to the commissioner before his appearance for examination. The only recommendations considered were those appearing in the regularly provided blanks, and coming, in each case, from private citizens. The marks given were favorable, with but one or two exceptions. The exception in the list of those examined in our presence, was in the case of a candidate whose answers ran as follows :

Q. Where were your parents born? A. In Ireland.

Q. Were you educated at public, or parochial schools? A. Public.

Q. Present occupation? A. Clerk.

Q. How long? A. Three or four months.

Q. What were you before? A. I did general work. I had no steady employment, but worked for three or four months at a time.

Q. When you left school what did you do? A. I was office boy, and worked up to a clerk.

Q. How long were you there? A. Very nearly three years.

Q. When did you leave? A. In the fall of 1892.

Q. What did you do then? A. I worked in the Register's office.

Q. How did you get that position? A. I believe it was through the influence of the present Surrogate.

Q. How long were you there? A. Four years.

Q. Why did you leave? A. I had to ; they cut down the appropriation.

Q. How much have you earned during the past year? A. About seven dollars per week—less than that, \$300.

The record of this candidate seemed to suggest to the Commissioner that he had been a political hanger-on, with little disposition for regular employment, and that for these reasons his employment on the police force would not be advisable.

At a meeting of the Board of Police, subsequent to the date of our examination, which the undersigned secretary attended, 45 appointments were made from the eligible list for patrolmen, including the men the Committee had seen, with the exception above noted, and one or two others about whom the Commissioners still entertained some doubt. Excepting in these cases the order of the list was followed exactly. Each appointment is of course for the probationary period. At the end of this period, if the record of the appointee be satisfactory, it is made permanent. This is, in outline, the system of appointment.

THE EFFICIENCY OF THE SYSTEM.

Mr. Roosevelt, at the time of our interview, stated his desire to have us examine into every appointment or promotion, reduction or dismissal, that had been made, or that has not been made. He placed at our disposal the written records of the Commission, the private memoranda by which he had been governed, and the various letters of recommendation received from politicians, clergymen and citizens, with the action taken noted in each case. In investigating the system, both of appointment and promotion, we availed ourselves of this offer, so far as possible. Although the invitation to investigate every case was not accepted literally, we were satisfied that the men and papers examined in each class were fairly illustrative of the whole.

With regard to appointments, Mr. Roosevelt expressed to us the general conviction, gained as the result of his experience, that the competitive system is not only the best possible, but the only possible system. The fact that the men reaching the eligible lists, with so few exceptions, had passed the personal examination of the Commissioners, he suggested as proof on this point. Of the list of 45 to which we have referred, not more than three or four have been rejected absolutely. From the last

previous list, containing 64 names, 63 appointments had been made, each in the order of standing, the only man passed by having failed to convince Commissioners Roosevelt and Andrews of his freedom from certain undesirable political connections.

With regard to promotions, however, Mr. Roosevelt expressed the conviction that the competitive plan, by formal examinations, is not the best. His experience had steadily inclined him to the belief that only as one element in the general promotion test are the written examinations in the case of the police of practical use. After careful consideration of the subject the Commission had arranged a plan of promotion approved since by the State Civil Service Commission, under which the candidate is given a maximum of 35 per cent. as the result of a competitive examination, and a maximum merit mark of 65 per cent. representing the Commissioners' personal judgment of his record and qualifications.

THE PLAN OF PROMOTION.

The plan of promotion is practically identical in each grade from roundsman to chief. The written examination is conducted by the Police Civil Service Board, and relates principally to the Department regulations, provisions of the Penal Code and of the general statutes, etc. The merit mark is given for practical efficiency, and is designed to represent such diverse things as the personal record of the candidate—*i. e.*, the number of complaints that have been made against him, the aggregate of fines imposed, the number of arrests made by him, instances of personal bravery of any description, etc.—the value of the candidate's service in some special work or probationary assignment, the fact that he is faithful and able, or the general belief of the Commission that if promoted to the higher grade he will be a good disciplinarian. The Commission adopted the plan of never giving a man a mark of more than 40 unless satisfied of his ability to perform the higher duties. As a general average of 75 per cent. is required to place the candidate upon the eligible list for promotion, he cannot reach this list if the mark is below 40. This plan in its practical effect gives the Commission complete control of promotions so far as the acceptance of candidates is concerned. It permits a personal discretion, which, when exercised by an

honest Commission, is bound to secure the best of results. Under a dishonest or even indifferent Commission it would of course work badly.

In each of the cases examined, we found that the considerations governing the Board in giving a merit mark had been specific and that the reason for the Board's action in any given instance seemed plain.

Preparatory to the examination for promotion from patrolman to roundsman, the Commissioners had prepared a list of men in each precinct whose service had been particularly good. Each of the men on this list was examined personally by each Commissioner and the details of his record noted in exhaustive data. The men marked over 40 were permitted to enter the mental examinations; and the eligible list for promotion was formed by averaging the marks received. Promotions were made absolutely in the order of the list, with the exception of one man, whom the Chief informed the Board he had reason to believe gave fraudulent testimony in a certain case.

THE CLASS OF MEN SELECTED.

The first four men on the list of those promoted were examined by us personally. The records upon which the merit marks had been estimated in these cases are characteristic of the entire list.

William McCullagh had been on the force eleven years, and during all that time had had no complaints made against him for dereliction of duty. He had stopped several run-aways, had made many good arrests, and had received honorable mention from the Board for arresting a felon who shot at him and whom he caught.

Patrick Burke had been on the force six months. Six weeks after his appointment he arrested ex-Assemblyman Callahan for violation of the Excise Law. He was the first man to take the Board at its word regarding the abolition of the "pull" and to arrest a notorious law-breaker of wealth and political influence. Shortly after this he had arrested a violently insane man and sustained severe personal injuries in doing so. Previous to his appointment on the police he had served for several years in the United States Navy. Since his promotion as roundsman he had made seven complaints

and convinced the Board of his thorough capability for the higher place.

Frank Morris had been ten years on the force; during the past three years he had arrested 107 persons, six of whom were homicides and one of whom had since been executed. He had had but two complaints made against him in the Department—one for sitting while on post, and the other for accidentally discharging his revolver. In the latter case it is customary in the Department for a formal complaint to be made.

In a number of cases where promotions have been made, recommendations from the captains of precincts have been received and given consideration. Mr. Roosevelt exhibited a number of letters of recommendation from citizens urging promotions on purely general grounds, and stated regarding them: "These letters do not count for one particle. Occasionally, I think I may say, that, if anything, it counts against a man. We like at all times, however, to be informed specific instances of good conduct, such as an officer stopping a runaway, etc., and invariably give such testimonials weight."

ROUNDSMEN WHO HAVE BECOME SERGEANTS.

We examined personally a number of the men who had recently been promoted from roundsmen to sergeants. The following cases are illustrative:

Michael Gorman had been 23 years on the force, and had saved 25 persons from death—18 from drowning and 7 from burning buildings. He has two medals from Congress, and two letters from the Secretary of the Treasury. Under the old regime such men as Burke and Gorman would hardly have obtained recognition for similar reasons.

Sergeant Petty had been on the force for eleven years, and had had in that time seven complaints made against him. He holds the revolver championship in the United States, and had distinguished himself by his gallantry and vigilance in a number of arrests made prior to his promotion.

Sergeant Flood had been educated for the priesthood. He had been ten years on the force, and in that time had not had a single complaint made against him. He had a remarkable record for faithful performance of duty.

Sergeant Steinbruck had been a "shoo-fly" roundsman, *i. e.*, attached to police headquarters, and had made 170 com-

plaints. He had been eleven years on the force, and during that period had had but eight complaints made against him, all for slight offences. He had been a peculiarly efficient roundsman.

PROMOTIONS IN THE HIGHER GRADES.

The promotions made from sergeant to captain had been in each case after the appointee had served for some time on probation as acting captain, and had shown, by actual work, his ability to handle his men and to keep down crime in his district. A number of the captains recently promoted were examined.

Captain Thompson, a veteran of the war, had been captain in the State militia subsequent to service in the United States army, and had served on the police force as a sergeant for a long term of years. The Board did not know his politics.

Captains Hawley and O'Keefe had been appointed because of their excellent records, and particularly good service during the probationary period. In reply to questions Captain O'Keefe stated to the Committee that no influence whatever had been used in obtaining his present promotion. When the present Board came into office, the Captain of the precinct in which he was then stationed had been suspended, and he had been recommended by the Chief for promotion. It was his idea that the Board had put him on probation to test his ability; and on taking command of the precinct, he had discharged his duty faithfully in every case, and after six months service had been notified to appear for examination. He was third on the eligible list for promotion.

The considerations governing the Board in appointing captains have been partly the record of the men and partly the peculiar fitness shown in handling precincts assigned to them on probation. One man had shown great usefulness in the intricate detail of the Election Bureau. One had effectually cleared up a disorderly district from which the former captain had been removed. Others had performed particularly efficient service in other directions.

Besides these Captains the Committee interviewed Inspector Cortright, who had been promoted from a captaincy after probationary service; also Chief Conlin, who, as it is well known, was promoted after a similar test.

A COMPLETE SUBSTITUTION OF MERIT FOR "PULL."

Commissioner Roosevelt assured the Committee that in the great majority of the cases of promotion in all grades the members of the Board had been ignorant of the politics of the men promoted. Where they possessed information on this subject, it had been accidental, and had not in the slightest degree affected the chances of the candidate either way.

As the system of promotion has developed, the Commissioners have been able to maintain regular records of the service of every man in each grade of the Department. Those kept by Commissioner Grant are particularly comprehensive, and were examined fully. The entries in each case are similar to those above quoted—*i. e.*, the length of service on the force and in the particular grade; the number and character of the complaints made against the officer, the number and character of arrests he had made, and the nature of the penalties inflicted, particular instances of good service in any capacity, and other data of like nature. Whenever an eligible list is to be formed in future these memoranda will form the basis for the merit marks.

The testimony of those familiar with conditions at Police Headquarters under the old regime and since the change of administration, is that the influence of the new plan is felt throughout the entire department. The men are said to appreciate generally that their advancement in the future is to depend upon the character of their service; and the increased efficiency shown in the general work of the Department is due principally to this cause.

There is one other feature of the new administration worthy of mention. This is the matter of dismissals. In enforcing its rule of appointment and advancement for merit, the Board has insisted that retention in the service or in any particular grade shall be for the same consideration. The number of dismissals from the force for all causes during the past five years, has been as follows: 1891, 30; 1892, 14; 1893, 14; 1894, 40; 1895-6, 109. Total, 207.

The increase during 1894 was connected directly with the disclosures of the Lexow Committee. During the year ending April 30, 1895, the number of dismissals had been 49. Since that date the number had been 74. Under the old regime, the penalties for infraction of the rules were generally

light; and the fact that penalties were provided for certain offences, contributed but little to the maintenance of discipline. The present Board has dismissed men for offences which, while serious, would have been punished in the old days by a fine of a few days' pay. The fact that cases of infraction of the rules are dealt with impartially and severely, had aided materially in bringing the Department to the improved condition of discipline in which it now seems to be.

(Signed,)

CARL SCHURZ.
ALFRED BISHOP MASON.
GEORGE R. BISHOP.
WM. JAY SCHIEFFELIN.
GEORGE McANENY, *Secy.*

I have carefully read the above report. I was present at the examination for a part of the time only, but my previous investigations covered that part under review by the Committee when I was absent.

The report is fair and accurate, and I cordially agree in its conclusions. The merit system of appointment and promotion has never had a more fair and painstaking trial than has been given it by the present Board of Police Commissioners; in their action I have never seen even a trace of partisanship, but on the other hand an anxious endeavor to secure the services of the most capable and the promotion of the most meritorious.

(Signed,)

SILAS W. BURT,
State Civil Service Commissioner.



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REPORT

OF THE

Executive Committee

OF THE

New York

Civil Service Reform Association

READ AT THE ANNUAL MEETING, MAY 12, 1897

NEW YORK

PUBLISHED FOR THE

CIVIL-SERVICE REFORM ASSOCIATION

1897

REPORT
OF THE
EXECUTIVE COMMITTEE
OF THE
NEW YORK CIVIL-SERVICE REFORM
ASSOCIATION.

READ AT THE ANNUAL MEETING, MAY 12, 1897.

AT the annual meeting of the Association, held on the 13th of May, 1896, the following officers were elected :

President.

CARL SCHURZ.

Vice-Presidents.

JOSEPH H. CHOATE,
DORMAN B. EATON,
ELWIN L. GODKIN,
D. WILLIS JAMES,

A. R. MACDONOUGH,
OSWALD OTTENDORFER,
THEODORE ROOSEVELT,
OSCAR S. STRAUS.

Executive Committee.

SAMUEL P. AVERY,	JACOB F. MILLER,
SILAS W. BURT,	SAMUEL H. ORDWAY,
EDWARD CARY,	E. RANDOLPH ROBINSON,
CHARLES COLLINS,	ANSON PHELPS STOKES,
HORACE E. DEMING,	SETH S. TERRY,
RICHARD WATSON GILDER,	WILLIAM H. THOMSON,
ALFRED BISHOP MASON,	CHARLES W. WATSON,
EVERETT P. WHEELER.	

At the meeting of the Executive Committee, held immediately after the adjournment of the annual meeting, Mr. Wheeler was unanimously re-elected Chairman. Mr. McAneny was re-elected Secretary and Mr. Schieffelin was re-elected Treasurer.

The several standing Committees were reconstituted as follows:

Publication Committee.

ROBERT UNDERWOOD JOHNSON, Ch'man,	ALBERT SHAW,
GEORGE R. BISHOP,	NELSON S. SPENCER,
SETH S. TERRY.	

Committee on Legislation.

JACOB F. MILLER, Chairman,	DORMAN B. EATON,
GEORGE CHASE,	SAMUEL H. ORDWAY,
EVERETT P. WHEELER.	

Auditing Committee.

ROBERT UNDERWOOD JOHNSON, Chairman,	HORACE WHITE.
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Committee on Finance.

WILLIAM JAY SCHIEFFELIN, Chairman,	A. S. FRISSELL,
DUNCAN D. CHAPLIN,	ROBERT S. MINTURN,
J. G. PHELPS STOKES.	

Committee on Affiliated Societies.

J. AUGUSTUS JOHNSON, Chairman,	EDWARD D. PAGE,
RICHARD WATSON GILDER,	J. COLLINS PUMPELLY,
JAMES SPEYER.	

Committee on Civil-Service Examinations.

ALFRED BISHOP MASON, Chairman, CHARLES COLLINS,
 EVERETT V. ABBOT, JOHN H. C. NEVIUS,
 SAMUEL H. ORDWAY.

At the March meeting of the Executive Committee Mr. Wheeler tendered his resignation as chairman, having found it impracticable to continue to give the time the duties of the office required. The resignation was accepted with an expression of the Committee's appreciation of Mr. Wheeler's long, faithful and valuable services; and Mr. Jacob F. Miller was elected to fill the vacancy.

At the meeting of Dec. 2, the resignation of Mr. Schieffelin as Treasurer and Chairman of the Finance Committee, due to his acceptance of the position of Municipal Civil Service Commissioner, was received and accepted. Mr. Schieffelin was elected to the vacancy in the Executive Committee caused by the death of Mr. E. Randolph Robinson. Mr. A. S. Frissell was elected Treasurer. At the January meeting Mr. James Loeb was appointed to fill the vacancy in the Finance Committee. At the same meeting Mr. C. C. Burlingham was appointed a member of the Committee on Affiliated Societies, in place of Mr. Speyer, who had been unable to continue to serve.

The annual reports of the Executive Committee, for several years past, have furnished a record of almost unvarying progress in the development of the reform of the civil service federal, state and municipal. Under the authority conferred by the Pendleton act, the classification in the Federal Government had been extended gradually, by the orders of successive Presidents, until on May 6, last, by the direction of the President of Cleveland, very nearly the entire Executive branch of Government had been included. In New York State the constitutional amendment, adopted at the election of 1901,

placed in operation on the first of January, 1895, had been given so broad a construction by the Courts that the application of the merit rules to the farthest practicable degree, in every department and office of the State, and of its municipalities and counties, seemed to be assured. In New York City the constitutional rule had already been given wide effect through the acts of a well disposed Mayor, who did not wait for the Courts to explain to him his duty. From other States reports of similar progress had come from time to time.

As the result of this constant extension of the reform principles, and the accompanying improvement in methods of administration, the system has entered that stage of development in which the best of the results claimed for it have been realized—increased efficiency in every branch of the public service, material saving in the cost of administration, and, finally, the wresting of the subordinate offices of every grade from the control of the managers of “machine” politics. Up to the present writing the work that has been so successfully carried forward is still intact and the record of the year is one of continued progress, but *because* of the results that have been achieved, attacks have been made, and are impending, that call for the activity of every friend of the reform and every advocate of better government. It is because it is no longer possible to use the great bulk of the offices for personal or political purposes that desperate efforts are now made to revert to the old conditions. To maintain the ground that has been gained and to provide for further advances, in the State at least, the Association will find it necessary to enter on a campaign of education that will convince the voters of every party that their interests as citizens and taxpayers are involved in this matter and that reactionary measures must be defeated by popular resistance.

The events of the year, culminating in the present situation, may be summarized briefly.

Through the extensions of the Federal classification during President Cleveland's second administration, the number of positions covered by the civil service rules was increased twofold. On March 3, 1893, the number classified was 42,928. By a series of executive orders ranging from March 20, 1894, to June 25, 1895, 10,000 places were added to the list, bringing the total, approximately, to 53,000. Meanwhile, the Civil

Service Commission had recommended to the President a general revision that would correct the imperfections of the original rules and extend their scope to the full degree contemplated by the Pendleton act. After much correspondence and consultation with department officers, and careful work on part of the Commission, the rules of May 6 were promulgated. They added to the classification about 29,000 more places, and by transferring to the control of the Commission the system of Navy Yard employment, established by Secretary Tracy, brought the total number in the classified service to 87,117. The positions in the Executive branch unaffected by these orders included those classes expressly excluded by the statute—persons nominated for confirmation by the Senate and those employed “merely as laborers or workmen”—together with the fourth-class postmasters, clerks in post offices other than free delivery offices and in Customs districts having less than five employees, persons receiving less than \$300 annual compensation, and about 1,000 miscellaneous positions of minor character, not classified for reasons having to do with the good of the service—91,600 in all. Within the classified service, the list of positions excepted from competitive examination was confined to the private secretaries and clerks of the President and Cabinet officers, cashiers in the Customs Service, the Internal Revenue Service and the principal post-offices, attorneys who prepare cases for trial, principal Customs deputies and all assistant postmasters—781 in all.

The new rules provided for a general system of promotion, based on competitive examinations and efficiency records, and gave the Commission somewhat larger powers in the matter of removals by providing that no officer or employee in the classified service, of whatever station, should be removed for political or religious reasons, and that in all cases like penalties should be imposed for like offenses. They created an admirable system, a system founded on the most sensible rules of business administration and likely to work badly only where the Commission might encounter the opposition of hostile appointing officers.

President Cleveland's revised rules were promulgated before the Convention of either political party had been held, and before the results of the election could be foreshadowed. The extensions were practically approved, however, by the

Republican platform, which was adopted with full knowledge of the nature of the changes, and which declared that the law should be "thoroughly and honestly enforced and extended wherever practicable." The Bryan platform, it will be remembered, condemned the law and, virtually, advocated its annulment. We may state incidentally, that, during the campaign, the Association assisted the National Civil Service Reform League in circulating a considerable amount of appropriate literature and a formal "Address to Voters," meeting the Bryan arguments with facts and figures that were widely quoted.

Mr. McKinley, in his letter of acceptance and in his inaugural address, repeated the pledge of the Republican party to uphold the law, and during the two months of his administration now past he has consistently done so. He has been beset by many thousands of place-seekers, by Senators and Representatives and by members of his own Cabinet, all urging that he undo the work of his predecessor, either wholly or in part, and so break his word of honor to the nation, in order that they may profit. It is in vain that it is explained to these people that if those who are holding positions now classified were appointed for political reasons and ought to give way to the more meritorious, there is nothing in the law to prevent; or that as every candidate for the places made vacant and not filled by promotion, has an equal chance to prove his fitness and to secure appointment there is a fair opportunity for themselves. This is not the method they favor.

At least five bills have been introduced in Congress, providing for the repeal of the law. None of these are apt to be reported, but there are others, less radical in their nature, that will come in for much discussion. These provide for the repeal of President Cleveland's orders or for the exemption of individual positions or classes of positions. A bill from Representative Grosvenor of Ohio restricts the application of the law to practically those parts of the service that were classified at the beginning of Mr. Cleveland's second term, and requires that every person appointed since that time to a position that has since been classified shall pass a competitive examination to qualify for retention.

Finally, the Senate has authorized an investigation, by the Committee on Civil Service and Retrenchment, with the view

of ascertaining whether the law should be "continued, amended or repealed," and sessions of this Committee are now in progress. If the Committee's enquiries are directed carefully and honestly, the result will be a vindication of the system that will be disappointing to the reactionary party. It has received letters from the new department officers, some supporting the law and others, including Secretaries Bliss and Wilson, urging the exemption of all chiefs of divisions and similar officers on the ground of their "confidential" relation to their superior; but the Civil Service Commissioners have not as yet been heard.

Mr. McKinley, by maintaining the system against these organized attacks, will do as great a thing as Mr. Cleveland did in upbuilding it. There is reason to believe that he will maintain his determination to permit no "backward steps."

In filling the offices not covered by the rules the President has made many selections that are highly commendable. The more important Cabinet positions and the great posts in the Diplomatic Service have been given to men admirably fitted to fill them; though the same thing cannot be said of certain of the local appointments—a result, it is to be feared, of Mr. McKinley's unfortunate policy of surrendering the responsibility for selection to Congressional delegations.

The National League has a committee in Washington, and will continue to be represented during the present critical period.

While the friends of good government depend on the Executive for the maintenance of the federal civil service system, and, indeed, for its extension, as the platform promised, to those unclassified branches to which it may still be applied, in New York State the case is quite the reverse. Here, the Governor has led an attack on the law, seeking by means of an ingeniously contrived legislative act, framed and passed, it is said, at his dictation, to nullify the constitutional mandate and to destroy a work of years. This bill is now in his own hands, awaiting action, and though indignant protests have come from the foremost representatives of the church, of education, of commerce, of industry, and of labor, there is every probability that it will soon be made a law.

In June last—after the Courts of Appeals, in the McClelland case, had declared that the constitutional amendment was

self-executing and that appointments made without competitive examination where competitive examinations were practicable, must be held to be illegal—steps were taken to secure a reduction of the exempt and non-competitive positions in the State Service. A letter was addressed to Governor Morton, by the officers of the Association, on June 8, asking that the service be reclassified, on a basis competitive as far as practicable. The Governor replied that he had already given the subject some thought, and that he would be glad to give our suggestions careful consideration. On the 4th of August he instructed the Civil Service Commission to prepare such a revision of the rules and classification as had been proposed. On the 11th of November this revision, prepared by Commissioner Burt, was adopted by the full Commission, and on the 9th of December the new rules were formally promulgated by the Governor and placed in immediate operation. It will not be possible within the limits of this report to review this important piece of work. It is sufficient to say that the revised rules represent the best experience of fourteen years, and that Governor Morton, in giving them effect, closed his administration with an act that entitles him to lasting credit.

The Governor, earlier in the year, had reversed his action in the case of inspectors and other employees of the new Excise Department, by transferring them from the non-competitive to the competitive class. In the examinations that followed many of the candidates for inspectorships presented by local Republican machines failed to pass. This marked the beginning of a vigorous movement against the competitive system led by chairmen of district committees, and other machine functionaries. Governor Morton's sweeping order of December completed the discomfiture of these people and strengthened their purpose to make a final desperate effort to break the system down. The new Governor, of whom little had been known prior to his unexpected nomination in September, proved to be in full sympathy with their plan. In his message to the legislature Mr. Black, in a paragraph devoted to "Civil Service," referred to the system built up by his predecessor in contemptuous language, and declared that, in his judgment, "Civil service would work better with less starch." He recommended legislation that would render the examinations "more practical," and that would permit ap-

pointing officers to select from the whole number on an eligible list and not confine them to selections "from among those graded highest." Such legislation, he promised, would "meet with prompt executive approval."

Each house of the legislature referred this part of the message to its Judiciary Committee, with instructions to report a bill embodying the Governor's ideas. Then discussion of the subject suddenly ceased. The Governor, it was given out, had learned the obvious truth that he already had the power to correct such defects in the examination system as he might be able to discover; and that he doubted whether it would be constitutional to increase the scope of selection. As time passed the Governor sought, evidently, to give just this impression, and to induce the friends of the reform to believe that the plan for radical changes had been quite abandoned. In New York City a public meeting had been held at Cooper Union at which speeches were made by men who did not hesitate to tell their hearers shameless and ridiculous falsehoods to arouse their enthusiasm and win their support. But this "popular" movement was also abandoned suddenly, and without apparent reason. The Greater New York Charter was passed with admirable provisions for civil service rules and classification, without an attempt at amendment. This, too, to many, seemed inexplicable. The explanation appeared when, within a few days of the close of the legislative session, the measure currently described as "Governor Black's bill" was introduced, as radical a piece of reactionary legislation as could possibly have been devised. The silence and the delay had been intentional. Both discussion and publicity were feared, and, had so far as possible, been prevented.

The bill provided that in all examinations for the State, county or municipal service, not more than fifty per cent. might be given for "merit," to be determined by the Examining Boards, and that the rest of the rating, representing "fitness," was to be given by the appointing officer, or by some person or persons designated by him. All existing eligible lists were to be abolished in thirty days, and the new scheme was to go into operation at once. The bill was introduced in the Senate by Mr. Lexow and in the Assembly by Mr. Scherer. A hearing was given by the Senate Committee on the following day, and one by the Assembly Committee a few

days later. It was shown at each that the bill would wreck the civil service system in this State, that it would destroy all competition, and that it would restore, inevitably, the worst abuses of the old spoils system. This Association and many other public bodies were represented, but the protests were unavailing. The bill, with some amendments, was passed in the Senate, under suspension of the rules, and as a party measure, seventeen Republican Senators having voted in caucus to support the Governor, to twelve against, while four others, Brush and Wray of Kings, Pavay of New York, and Tibbets of Troy, bolted outright, and voted against the bill at the final passage. It was passed in the Assembly also as a caucus measure, four Republicans, Sanger of Oneida, Robbins of Alleghany, Hill of Erie, and Wagstaff of Kings, bolting.

Anticipating the action of the Legislature, letters had been addressed to the Governor signed by sixty of the most representative citizens of New York, Brooklyn, Buffalo, Rochester, and Albany, and asking that he grant a final public hearing. Such a hearing was held at the Executive Chamber on the 6th inst. The principal speech, made by the President of the Association, Mr. Schurz, has been given wide circulation in the public press, and will be circulated further in pamphlet form during the coming campaign. Protests were submitted by representatives of commercial and Municipal organizations, public Boards and officials, the New York Board of Fire Underwriters, the Buffalo Academy of Medicine, the Federation of Labor, the Veterans' organizations, and from prominent individual citizens representing the most varied public interests.

If the Governor does not heed this remarkable demonstration of disapproval and the bill becomes a law, a test case will be taken to the Courts at once to determine its constitutionality.

Through the decision of the Court of Appeals in the case of Chittenden agt. the Mayor of Brooklyn, in which quite different points were involved, the reform has received another temporary setback. This case was brought by several taxpayers of Brooklyn to determine the legality of payments of salary to certain persons appointed without competitive examination to positions in the city service classified in the exempt schedule, but of a character for which competitive examination seemed

practicable. The case was argued for the plaintiffs by Messrs. Edward M. Shepard, J. Warren Greene, and Henry Yonge. The decision of Justice Keogh, the trial Judge, at Special Term, was favorable to their contention and this decision was affirmed unanimously by the five Judges of the Appellate Division on February 9, last. It was at once assumed that the competitive rule must be applied, literally, wherever practicable, and, though the case was taken to the Court of Appeals, preparations for a general competitive classification were commenced. In New York City the Comptroller, at the request of the Association refused to pay the salaries of employees appointed without examination to positions in the District Attorney's office and other county offices where examinations had not previously been held. The employees of the City Board of Education, theretofore exempt, were classified, and a general advance was planned. On April 14th, the Court of Appeals, by a vote of 4 to 3, reversed the judgment of the lower Courts, declaring that the taxpayers' action through which the suit had been brought had not been the proper remedy; that the classification of the Governor or Mayor, no matter what its character, is a legal determination of the question of practicability, and, further, that it was not intended that employees holding any sort of confidential relation to their official superiors should be subject to the competitive rule. The Judges concurring were Haight, Martin, Vann and Bartlett. Chief Judge Andrews and Justices Gray and O'Brien wrote dissenting opinions. It is not an exaggeration to say that this decision has proved a greater surprise than any received from the Court of Appeals of New York in many years, for the essential principles of the decision in the McClelland case seemed to have been repudiated utterly. Mr. Shepard has moved for a reargument on the ground that the facts and the law were misapprehended by the concurring Judges, and this motion will shortly be argued. If the decision stands without modification it will hardly result in serious retrogression, but it will make future advances much more difficult of accomplishment.

As a result of the unusual development of the year our general work has increased materially.

During the legislative session the bill advocated by the Association, and known commonly as the Sanger bill, was re-

introduced, with amendments providing for the most "practical" examination system an honest Governor or Mayor could wish—in short, prescribing exactly such a system as is already in highly successful operation in New York City. The bill was not, of course, reported. Several minor measures designed to filch places from the competitive schedules, or to injure the system in other respects were defeated through the Association's efforts.

In July and August of 1896, the Association investigated the administration of the State Department of Public Works, sending agents to the canal counties for that purpose, and discovering numerous abuses in connection with appointments. A report of these cases was made public prior to the gubernatorial convention in September, and was published widely throughout the State.

Early in 1896, communications were addressed to Mayor Strong and to the City Civil Service Commission, urging that steps be taken to bring within the competitive schedule, all places for which competition might be deemed practicable. Conferences were also held with the Commission and as a result, on June 1st, the Mayor reduced the number of excepted positions to 75, transferring all others, theretofore exempt, to the competitive lists. Since that date every position in the city service except those mentioned has been subject either to competitive examination or to the registration system. As a result of subsequent conferences and correspondence with the Commission, important amendments to the local rules have also been brought about. The system of examinations under the present Board has improved constantly. The tests are admirably devised, and are thoroughly practical in character. They have secured for the city service the best class of employees and at the same time have given equal opportunity for thousands of citizens to compete for employment. During last year, 5,283 were examined for competitive positions, exclusive of those in the Police and Educational Departments, 2,018 passed and 894 were appointed. For the laboring positions, covered by the registration rules, 4,647 filed applications, 4,335 were registered as qualified, and 1,267 were appointed.

By arrangement with the Comptroller, the local Board now examines all city pay rolls and salaries are paid only to

those whose regular appointment is certified. Until the recent decision of the Court of Appeals the Comptroller had followed the same course with reference to county offices. He will probably relax the rule in the case of these until their status is determined more satisfactorily.

The Executive Committee, on behalf of the Association, submitted to the Greater New York Commission in October last a proposed draft of a section for the charter of the consolidated city, providing for the appointment of a civil service commission and for the preparation of rules and classifications. This section was adopted by the Commission without material modification, the changes being confined practically to those necessary to the general terminology of the charter. No further changes were made by the Legislature and the original provisions remain in the charter act. The Mayor of the greater city is to appoint three or more Civil Service Commissioners who are to serve without compensation, and who, subject to his approval, are to prepare and enforce the rules. The system prescribed conforms closely to that now in operation, and is to cover all branches, including the Police Department and other departments or Bureaus now controlled by separate Boards. Until the new system is arranged the Municipal Commissioners now serving in any part of the consolidated territory are to be continued in office, and the existing rules are to remain in full force and effect. It is further provided that all employees of the several cities and towns are to be retained, in positions similar to those they now occupy, except where their services are not required, and that those retired merely as the result of the consolidation and not through any fault or delinquency of their own, are to be preferred for appointment when new vacancies occur.

Unless destroyed by the operation of Governor Black's bill, the new system will be found eminently satisfactory ; granted always that its administration is entrusted to the right sort of men.

There are many matters of minor import, usually reviewed in the annual report, that have been covered in the monthly record now printed in *Good Government*, and sent regularly to members of the Association in that form. It will hardly be necessary to refer again to these. It may be stated generally that the Secretary has been in correspondence, during

the year, with the promoters of local movements in fourteen States, and that our office has been of more or less assistance in the case of each of these in furnishing data, literature and speakers. The general correspondence with persons interested in the reform has also increased appreciably; new pamphlets have been printed and circulated, the publication of *Good Government* has been successfully continued, and local interest has been stimulated through frequent public meetings and through active co-operation with other bodies. The developments in the State Legislature and in Congress have required an unusual amount of correspondence and circular work, the organization of hearings and the preparation of material for the press. During the course of the Chittenden suit the office was in frequent communication with the eminent gentlemen, members of the Association, who gratuitously gave their services as counsel, assisting them wherever possible. We have kept constantly in touch with State and local authorities, proposing many of the extensions of the reform that have recently been secured, and urging still further advances.

Much of our success we owe to the helpful co-operation of the Women's Auxiliary which, during the year, has held public meetings, contributed liberally to the Association's funds, and assisted actively and intelligently in other respects.

The work of the year to come will be of extraordinary importance and will call for increased activity on the part of both the Association and its affiliated bodies. There is much to be done in the Courts and with the people. If ground should be lost, either here or at Washington, it must be speedily recovered and, above all, the organization of the public service of the greater city on that basis of merit that the Constitution seeks to guarantee, must be contended for earnestly and persistently.

Respectfully submitted,

JACOB F. MILLER,
Chairman.

GEORGE MCANENY,
Secretary.

TREASURER'S ANNUAL REPORT.

Balance per Statement of May 1, 1896.....\$ 20.15

RECEIPTS.—Annual Dues.....	\$1,512.50	
Sustaining Dues.....	1,125.00	
Life Memberships.....	300.00	
Subscriptions: General....	2,515.50	
do: Women's Auxiliary	850.00	
Pamphlets sold.....	4.36	
		\$6,307.36
		\$6,327.51

EXPENDITURES.—Salary of Secretary..	\$2,062.50	
Clerical Service.....	658.25	
Rent of Office.....	600.00	
Printing.....	370.50	
Post'ge Stamps and Stamp'd Envelopes	323.00	
Mailing Expenses.....	33.70	
Subscriptions to "Good Government"	221.58	
Advance to College League	15.00	
Travelling Expenses.....	88.70	
Loan repaid to A. P. Stokes, by Subscriptions of Mr. Stokes	750.00	
Expenses of Investigation of State Dept. of Public Works	577.36	
Paid to Representative at Albany.....	140.00	
Office Supplies, Stationery, Furniture and Miscella- neous Expenses.....	217.44	
		\$6,068.03

Balance on hand, May 1, 1897	\$ 259.48
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E. & O. E.

A. S. FRISSELL,
Treasurer.



ANNUAL REPORT

81590

OF THE

Executive Committee

OF THE

New York

Civil Service Reform Association

PRESENTED MAY 11, 1898.

NEW YORK

PUBLISHED FOR THE

CIVIL-SERVICE REFORM ASSOCIATION

1898



CONTENTS.

	PAGE
Annual Report of the Executive Committee, .	5
Annual Report of the Treasurer, . . .	19
Constitution and By-Laws, ...	21
Roll of Officers and Members, ...	29

CONTENTS.

	PAGE
Annual Report of the Executive Committee, .	5
Annual Report of the Treasurer, . . .	19
Constitution and By-Laws, ...	21
Roll of Officers and Members, ...	29

ANNUAL REPORT

OF THE

Executive Committee of the Civil Service Reform Association.

ON the twelfth of January, last, the Civil Service Reform Association of Brooklyn was discontinued as a separate organization, and united with the Association in New York. The Constitution and By-laws of the New York Association had previously been amended in order to facilitate this union. Provision was made for an enlarged Executive Committee, and for the establishment of additional sub-committees and committees for the Boroughs. It was provided also, in the Constitution, that in the year 1898 the annual meeting of the Association should be held in January instead of May, in order to permit the election at the outset of a full list of officers and Committee members. The twentieth annual meeting was held therefore on the date above mentioned, and on that date the present Executive Committee was elected. The presentation of the annual report was deferred until a special meeting to be held in May, in order that the regularity of the series of reports might not be broken.

The union of the two bodies was deemed expedient in view of the consolidation of the cities, under a single central government, on January 1, 1898.

The Civil Service Reform Association enters upon its twenty-second year, therefore, embracing within the immediate scope of its work the entire territory of the Greater New York, and with every prospect of a material increase in its membership, as well as in its activity, during the year to come. It is particularly encouraging to note that within the past three months the Executive Committee has admitted a hundred new members, in addition to the number received from Brooklyn.

The officers of the Association have been continued, without change. During the legislative session a representative was retained at Albany, and since the establishment of the

new municipal government an expert accountant has been employed in connection with necessary examinations. Otherwise, the clerical force has remained the same. Information concerning the nature and purpose of the reform has been prepared and circulated through the usual channels, in printed pamphlets and through the newspapers. Meetings and hearings have been organized, relations have been maintained where necessary with Executive officers and others in official position, and the necessary steps have been taken toward testing in the Courts the questions arising from the present local situation. The results of investigations made for the Association, and of all other important work conducted in its behalf, have been published as promptly and widely as possible. Most efficient and valuable assistance has been given in many of these matters by the Women's Auxiliary of the Association. The Auxiliary, moreover, has continued to contribute largely to the funds, and to print and circulate its own literature and reports.

The record of the year is one of satisfactory achievement. The work will continue on the same lines and with the increasing support that is expected. We are encouraged in the hope that the results in the immediate future will be quite as gratifying.

It has been customary to present with the annual report a brief review of the progress of events connected with the reform of the civil service, and particularly of those matters with which the Association has had to do:

THE FEDERAL SERVICE.

Since the establishment of the present administration at Washington, the lines of the Federal classified service have been practically unbroken. During the four months following the inauguration, the onslaught of place-seekers was almost unprecedented. Ninety-nine out of every hundred of them discovered that the office or position he desired was classified and subject to competitive examination. The tenure of the incumbent in each case was virtually at the pleasure of the department officers; removals might easily be made; but appointments to the places made vacant could be made only from the eligible lists, and the lists were fairly well filled. It is true that the rules permitted the reinstatement without examination of persons who had been separated from the service

without personal fault within one year, or of veterans who had been in the service at any time, and that some removals were made to make room for these. But the appointments in such cases went but a very little way toward meeting the demand. The result was that almost the whole pressure of the office hunting forces, and of their members of Congress, was directed for the while toward one end—the revocation or material modification of the civil service rules. President McKinley was asked to break his personal pledges, as well as those of his party, and to take from the classified service more than one half of the 87,000 offices and positions it contained. All manner of specious arguments and misrepresentations of fact were presented in support of this outrageous demand. But the President yielded substantially nothing. On the 27th of July he excepted a limited number of Revenue deputies, at the request of the Secretary of the Treasury, and then, instead of satisfying the clamorers in any degree, issued an order requiring that no removals should be made thereafter, from competitive positions of any class, except for just cause and after the incumbent had been furnished reasons in writing and afforded an opportunity for defense.

The attack of the spoils-seekers was turned at once from the President to Congress. It was declared loudly that the desired modifications would be secured through legislation, and that it might even be difficult to restrain the majority from voting an absolute repeal. In the House the new movement was led by General Grosvenor of Ohio; in the Senate by Dr. Gallinger of New Hampshire. Though positive action was postponed to the regular session in December, these two gentlemen, fortunately, printed their arguments and views, very comprehensively, in the early Summer. Dr. Gallinger wrote letters to the newspapers. General Grosvenor published a composition in the *Congressional Record* of August 11, containing his whole case, in fifty-two columns. Before Congress re-assembled the misstatements and fallacies of these papers were exposed in public letters written by officers of the Association, and the refutations had been placed in the hands of every Senator and Member.

The first debates of the session dealt with civil service reform. The House devoted two weeks to the subject in connection with the consideration of the annual appropriation

promulgation by them, with the approval of the Mayor, of a new code of regulations and a new classification. The fundamental principles of the regulations were prescribed. They were substantially the principles of the civil service act of 1883 and quite opposite in character to those of the Black act of 1897. As the charter, though signed prior to the Black act, did not take effect until January 1, it appeared that the latter act was in effect repealed, in so far as it related to the consolidated city. A communication was addressed to the City Comptroller on behalf of the Association, on January 6, calling attention to this fact, and asking that no appointments made after January 1, and based on the Black act, be recognized as valid. This communication was referred to the Corporation Counsel, who subsequently gave an opinion supporting the contention of the Association. The danger of abuses under the divided examination system was thus averted at the outset.

The charter provided that the rules existing in the cities consolidated on January 1 should be continued in full force and effect until new rules might be promulgated. It provided also that existing eligible lists should be continued indefinitely until new lists were formed, that the employees in the respective cities should be retained without prejudice or advantage in positions similar to those previously held by them, that the incumbents of positions abolished or made unnecessary through the consolidation should be preferred for appointment when vacancies again occurred, and that in cases of absolute removal the reasons therefor should be filed in writing as an official record.

Mayor Van Wyck appointed as Civil Service Commissioners Messrs. Charles H. Knox, Robert E. Deyo and W. N. Dyckman. On March 5, rules covering the service of the entire city were submitted by these gentlemen to the Mayor, and by him approved. These rules were not presented to the State Commission for approval, as had been the practice under previous statutes, the Corporation Counsel declaring that under the terms of the Charter such submission, in the case of New York City, was no longer necessary. They were placed in effect, therefore, at once.

During the period between January 1 and March 5, while the old rules were in effect, appointments were made in many

cases without the required examination, and a number of removals were made without the filing of reasons. A second communication was directed to the Comptroller on behalf of the Association, calling attention to those provisions of law making him personally accountable for sums paid to persons whose appointment had not been made in full compliance with the rules. Letters were addressed also to the heads of the several departments, pointing out the provisions governing removals. Payments of salary were refused by the Comptroller in many cases where evidence of legal appointment was lacking, but allowed in others. In the departments a few reinstatements were made, and in a number of cases reasons for removals were furnished.

The action taken in the greater proportion of the removals in question was, however, unchanged. Violations of the law and rules were at least checked appreciably, and such as remained uncorrected during this period may still be righted by the courts.

The rules promulgated on March 5 differed radically from those previously in force. The number of positions classified in the excepted schedule, A, was greatly increased, and the former rule limiting the number of appointments that might be made under each excepted title was discontinued. The labor registration system was virtually destroyed by a provision that appointments might be made from any part of the waiting lists, instead of in the order of the candidates' application. The limitation of thirty days as the period for which a temporary appointment might be made in the absence of an eligible list was removed, and such appointments allowed indefinitely. The rule permitting the certification of names from the most appropriate eligible list was rescinded, thus requiring a separate list for each position, and allowing the creation of new positions under new titles, to be filled temporarily in cases where appropriate lists do exist. The number of eligibles from which an officer might make his selection for appointment was increased materially. The limitation of time within which reinstatements might be allowed without competitive examination was extended from one year to three years.

Analysis of these various provisions showed conclusively that a fair execution of the law under their terms would be

quite out of the question. The practically unlimited extension of the excepted class would alone have had this effect. It was sought therefore to correct the situation by means of Legislation. The act passed on March 31,—now known as Chapter 186 of the Laws of 1898—required that the revised rules, to continue in effect, should have the approval of the State Civil Service Commission. The State Commission would not, of course, be expected to approve the changes referred to, and in the course of their review of the action of the local Board the desired opportunity would be afforded for a public hearing and discussion. Immediately after the passage of the act in question the Municipal Commission suspended all operation under the new rules, and called on the Corporation Counsel for an opinion as to the validity of those rules and the course that they should pursue in reference to them. That opinion has not as yet been given. Meanwhile, only such appointments as conform to the provisions of the rules existing prior to March 5, have been recognized. The Comptroller has refused to pay the salaries of those who have been appointed since March 31 in any other manner. The officers of the Association have kept in continuous communication with the Comptroller in these matters, and have received from him uniformly courteous consideration.

The provisions of the new law respecting removals and reductions have also had a potent effect. The number of changes made since March 31 has been very limited, and the department officers have failed in but few cases to state the reasons for their action, or to afford the employee affected an opportunity for defence.

As a result of the general course the Association has pursued but little ground has as yet been lost, and with the aid of the Courts it is expected that the competitive system will be maintained as a decidedly real and important factor in the conduct of our municipal affairs.

The office of the Civil Service Commission is at present well equipped and seemingly quite capable of meeting all demands that may be made upon it. An appropriation of \$86,000 has been allowed to meet the expenses of the year, as against approximately \$60,000 allowed, in the aggregate, for the several local commissions during 1897. Since January 1, forty-eight thousand application blanks have been dis-

tributed. A large number of previously existing eligible lists were continued in effect by the Charter, and are now available, but many new lists will nevertheless be required. As permanent appointments cannot be made legally until such lists have been formed, except in positions of the highest order, it is to be expected that the work of examining those whose applications are on file will be taken up as soon as circumstances permit.

In order to determine more satisfactorily a number of questions that have arisen, the Law Committee is preparing to commence legal proceedings on behalf of the Association in the following matters: (1) The question of the constitutionality of appointments made without examination to positions previously competitive but excepted by the rules of March 5, (2) the liability of the Comptroller for payments of salary, in certain cases, to persons appointed without examination to non-excepted positions or continued under temporary certificates for a longer period than thirty days, (3) the validity of removals made during the period from January 1 to March 31, without the filing of reasons, (4) the right of a department officer to "abolish" a position, and to remove the incumbent, for the purpose merely of appointing another to perform the same duties, (5) the right of a person whose position has been abolished or made unnecessary by the operation of the Charter to preference in selection when vacancies again occur.

Many persons who have been removed, as they claim, illegally, have called at the office of the Association and asked its aid in securing a review of their cases. It is expected that the decisions secured in test suits under the above heads will determine the status of these without the necessity of an action in each case.

The present situation is more or less confused, but the re-establishment of satisfactory rules and the settlement of the questions of law referred to should restore order shortly, and bring about conditions of comparatively satisfactory character.

Much credit is due the former Civil Service Commissioners of both New York and Brooklyn for the good work performed by them during the last year of the separate existence of the two cities. Many improvements were effected during this period, both in the rules and in the conduct of examina-

tions. These remain as valuable precedents. In New York, during the three years of the preceding administration there were 4,981 appointments to competitive positions, exclusive of those in the Police Department. Excepting in the Police Department and the hospitals there were 1,512 removals and 877 resignations from similar positions. The average of removals was only 504 annually in the competitive class and 22 in the exempt. Mayor Strong, moreover, extended the classified service during his term to embrace all but some 75 positions of an important nature, and at the same time established the registration system for laborers. His administration was marked by greater advances in the establishment of the reform and the recognition of its principles than at any time since the adoption of the first city rules in 1883.

While the attitude of the present administration is not friendly, it is gratifying to note that not a few of the individual department officers have shown a determination to respect the law and to make their appointments and removals, so far as "district leaders" and similar functionaries will permit, in accordance with its terms. A general observance can, however, be expected only as the result of constant activity on the part of those interested in the reform and in the welfare of the city.

It may be said in conclusion that the officers of the Association have continued in correspondence with the promoters of many local movements for civil service reform in other States and cities, and that substantial progress has been made in various quarters.

The record of the year, notwithstanding the temporary reverses here and there, is most encouraging, and abundant opportunity seems to be presented for further accomplishment during the year to come.

Respectfully submitted,

JACOB F. MILLER,

Chairman.

GEORGE McANENY,

Secretary.

TREASURER'S ANNUAL REPORT.

Balance as per Statement of May 1, 1897..... \$259.48

RECEIPTS.—Annual Dues.....	\$1,769.00	
Sustaining Dues	1,200.00	
Subscriptions: General ...	2,092.00	
do. Women's Auxiliary	1,150.00	
Balance of funds of Brook-		
lyn Association	1.57	
	\$6,212.57	
		\$6,472.05

EXPENDITURES.—Proportion of Salary		
of Secretary	\$2,500.00	
Clerical Service.....	1,162.50	
Albany Representative....	182.00	
Services of Accountant in		
connection with examina-		
tion of city pay-rolls....	133.33	
Rent of office	450.00	
Printing	281.90	
Postage stamps and stamp-		
ed envelopes	246.75	
Subscriptions to "Good		
Government"	221.44	
Travelling Expenses.....	155.13	
Office Supplies, Stationery,		
Furniture and Miscella-		
neous Expenses.....	268.68	
	\$5,601.73	
Balance on hand, April 30, 1898.....		\$ 870.32

E. & O. E.

A. S. FRISSELL,
Treasurer.

ORGANIZATION
OF
THE CIVIL SERVICE REFORM ASSOCIATION
(OF NEW YORK.)

CONSTITUTION.

I.

The name of this organization shall be The Civil-Service Reform Association.

II.

The object of the Association shall be to establish a system of appointment, promotion, and removal in the Civil Service, founded upon the principle that public office is a public trust, admission to which should depend upon proven fitness. To this end the Association will demand that appointments to subordinate executive offices, with such exceptions as may be expedient, not inconsistent with the principle already mentioned, shall be made from persons whose fitness has been ascertained by competitive examinations open to all applicants properly qualified, and that removals shall be made for legitimate cause only, such as dishonesty, negligence, or inefficiency, but not for political opinion or refusal to render party service; and the Association will advocate all other appropriate measures for securing integrity, intelligence, efficiency, good order, and due discipline in the Civil Service.

III.

The Association will hold meetings, raise funds, publish and circulate appropriate information, correspond and cooperate with associations organized elsewhere for the objects set forth in this Constitution, and support all executive and legislative action which promote its purposes.

IV.

The conditions of membership shall be wholly independent of party preference. Questions shall not be discussed in

the debates or in the publications of the Association upon party grounds. Neither the name nor influence of the Association shall be used on behalf of any party, or for procuring office or promotion for any person. But nothing in this article shall be construed to prevent the Association from opposing any candidate when in its opinion, or in that of three-fourths of the members of the Executive Committee, such course is demanded by the objects of the Association.

V.

There shall be a President, to be elected by the Association at the annual meeting, who shall perform the usual and prescribed duties of that office. He shall be, ex-officio, a member of all committees, with a casting vote only, and he may call special meetings of the Executive Committee whenever he thinks it necessary, and, with the assent of two members of the Executive Committee, special meetings of the Association.

There shall be ten Vice-Presidents, to be annually elected by the Association.

There shall be a Treasurer and Secretary, who shall perform the usual and prescribed duties of such officers. They shall be respectively appointed by the Executive Committee, and may be removed by them. The Treasurer shall be, ex-officio, a member of the Finance Committee of the Association.

There shall be an Executive Committee of twenty-five members, to be elected annually by the Association. Subject to these articles, the Executive Committee shall manage the affairs of the Association, direct and dispose of its funds, and from time to time make and modify by-laws for the Association and for its own action. The Executive Committee shall keep a record of its proceedings, and shall make a report to the Association at the annual meeting. No appropriation of money by the Executive Committee beyond the amount in the hands of the Treasurer at the time shall bind any member of the Association, excepting those members of the Executive Committee who shall vote for it. Vacancies in the Executive Committee may be filled by the President for the remainder of the term. Other vacancies may be filled by the Executive Committee.

All the officers of the Association and members of the several Standing Committees shall be, ex-officio, members of the Executive Committee.

VI.

Each officer of the Association shall continue to hold office until his successor has been selected and is ready to enter upon the duties of the office.

VII.

There shall be an annual meeting of the Association on the second Wednesday of May, at which officers shall be elected for the ensuing year, and other appropriate business may be transacted; except in the year 1898, when the annual meeting shall be held on the second Wednesday of January.

VIII.

Any person may be proposed in writing for membership by any member of the Association, and shall be admitted upon approval of the Executive Committee. Members failing to pay their dues may be dropped from the roll by the Executive Committee.

IX.

The annual dues of each member shall be \$5, payable on the 1st of May, and each member shall receive the annual report and all other publications of the Association. Sustaining members, on payment of twenty-five dollars annually, and Life members, exempt from annual dues on payment of one hundred dollars, may be elected by the Executive Committee at any regular meeting thereof.

X.

All provisions of this Constitution, except those relating to the rights of members, and the term of officers, may be suspended or amended by a vote of two-thirds of the Executive Committee, subject to the approval of the Association by a two-thirds vote of the members present either at the annual meeting or at a special meeting duly called. Due notice shall be given before any such annual or special meeting that the approval of the Association will, thereat, be asked for such action of the Executive Committee, and the notice shall

clearly state the effect of such suspension or amendment in the text of the Constitution. Any member of the Association may propose amendments to the Constitution, which may be approved under the same conditions.

BY - LAWS.
FOR THE GOVERNMENT OF THE ASSOCIATION AND
ITS COMMITTEES.

§ 1. The Annual meeting of the Association shall be held at such hour and place as the Executive Committee shall designate. The election of officers shall be by ballot, but any member not present may declare his vote by letter to the Secretary and it shall be counted.

§ 2. The meetings of each committee, unless otherwise especially provided for, shall be at half-past eight P. M., at which time the chairman shall direct the call of the names of its members and the Secretary shall record the names of those present and others as they appear.

§ 3. The order of business, before each committee shall be:

1. The reading and correction of the records of the last meeting.
- And, thereafter, unless otherwise ordered, as follows:
2. Any statement due from the Treasurer.
3. Unfinished business from the last meeting.
4. Report from the Secretary's office.
5. Reports of standing committees.
6. Reports of special committees.
7. Proposals of new members and their election.
8. Miscellaneous business.

§ 4. Regular meetings of the Executive Committee shall be held on the second Wednesday of every month except July and August, but if that day be a holiday, then on the third Wednesday. Ten members of the Executive Committee shall constitute a quorum.

§ 5. Neither in the meetings of the Association nor of any committee shall any member speak more than once on any motion nor more than ten minutes at one time, without unanimous consent, nor shall any person, or his actions, be characterized on party grounds.

§ 6. Special meetings of any committee may be called by its chairman or by any three members, and due notice thereof shall be given by the Secretary.

§ 7. All notices to a member shall be sent to his address filed with the Secretary.

§ 8. On the demand of one-fifth of the members present, at any meeting of the Association or of a committee, the ayes and nays shall be called and recorded on any motion.

§ 9. All committees shall be appointed by the chair unless their selection shall be otherwise provided for

§ 10. At each regular meeting of the Executive Committee, it shall be the duty of the Treasurer to make a statement of the amount of money in the treasury and of the place of its deposit, and at the annual meeting, he shall state the source of all moneys received and the use made of the same during the past year.

§ 11. The Secretary shall keep a record of the proceedings of the Association and of the Executive Committee, and perform the other duties assigned him.

§ 12. Without the consent of three-fourths of the members present, no vote which will declare or fill a vacancy or elect a member of the Association shall be deemed carried, at the same meeting in which it was first moved.

§ 13. It shall require a vote of two-thirds of the members of the Executive Committee present to pass any vote under which more than \$100 will be appropriated or the Association be pledged for more than that amount, and the Executive Committee alone shall have authority to create any charge upon the funds of the Association. But neither said committee nor any officer or officers of the Association shall be authorized to create a personal liability against any members but themselves.

§ 14. There shall be the following Standing Committees to be hereafter annually selected by the Executive Committee:

(1) A Committee on Municipal Affairs, to consist of nine members, who, under the supervision of the Executive Committee, shall have charge of such part of the work of the Association as relates to the practical administration of the

civil service statutes and rules under the government of the City of New York.

(2) A Finance Committee of seven members, whose duty it shall be to devise and carry into effect, as the Executive Committee may order, suitable measures for raising funds, and to supervise and report upon the income and expenditures of the Association.

(3) A Law Committee of five members, whose duty it shall be to consider and recommend suitable legislation in aid of the purposes of the Association, and to promote such as may be approved; and whose duty it shall also be to represent the Association, under the direction of the Executive Committee, in any legal proceedings that may be necessary in order to maintain or to enforce the constitutional and statutory provisions affecting the state and the municipal civil service.

(4) A Publication Committee of five members, whose duty it shall be to prepare, select and recommend matters suitable for publication by the Association, and to take practical charge of the printing and distribution of whatever may be ordered printed.

(5) A Committee on Correspondence, of five members, whose duty it shall be to promote the organization of Civil Service Reform Associations, and to direct the correspondence with them; and whose duty it shall also be to conduct such correspondence with other organizations as in their judgment the advancement of the objects of the Association may require.

(6) A Committee on Examinations, of five members, whose duty it shall be to consider and recommend suitable methods of examination for admission to the public service, and to consider the practical conduct of such examinations.

(7) An Auditing Committee of two members, whose duty it shall be to examine all vouchers and audit all accounts.

(8) Borough Committees, to consist respectively of seven members for the Borough of Brooklyn and of three each for the Boroughs of Richmond, Queens, and the Bronx, who shall have supervision of that part of the work of the Association that relates directly to the administration of the Bor-

ough offices. The Committee on Municipal Affairs shall be charged with that part of the work that relates directly to the government of the Borough of Manhattan.

(9) A Committee on Membership to consist of five members, the duties of which shall be to use all proper efforts to increase the membership of the Association.

Each Standing Committee shall be competent to fix the number of its own quorum.

§ 15. These By-Laws may be amended, or new By-Laws added, by a four-fifths vote at any meeting of the Executive Committee; or by a two-thirds vote, provided a statement of the proposed change had been entered on the minutes at the last meeting.

§ 16. Amendments proposed under the last clause of the tenth section of the constitution shall be first submitted to the Executive Committee.

OFFICERS—1898-'99.

PRESIDENT:

CARL SCHURZ.

VICE-PRESIDENTS:

WILLIAM G. LOW.

JOSEPH H. CHOATE.

EDWIN L. GODKIN.

D. WILLIS JAMES.

ALEXANDER E. ORR.

OSWALD OTTENDORFER.

THEODORE ROOSEVELT.

ELIHU ROOT.

CHARLES A. SCHIEREN.

EDWARD M. SHEPARD.

SECRETARY:

GEORGE McANENY.

TREASURER:

A. S. FRISSELL.

EXECUTIVE COMMITTEE:

JACOB F. MILLER. *Chairman.*

SAMUEL P. AVERY.

TRUMAN J. BACKUS.

EDWARD CARY.

CHARLES COLLINS.

W. BAYARD CUTTING.

HORACE E. DEMING.

DORMAN B. EATON.

RICHARD WATSON GILDER.

J. WARREN GREENE.

A. AUGUSTUS HEALY.

JAMES McKEEN.

ROBERT SHAW MINTURN.

SAMUEL H. ORDWAY.

EDWIN PACKARD.

GEORGE FOSTER PEABODY.

WILLIAM JAY SCHIEFFELIN.

THOMAS R. SLICER.

HENRY SANGER SNOW.

ANSON PHELPS STOKES. ;

OSCAR S. STRAUS.

S. PERRY STURGES.

WILLIAM H. THOMPSON.

CHARLES W. WATSON.

: EVERETT P. WHEELER.

STANDING COMMITTEES.

MUNICIPAL AFFAIRS:

Horace E. Deming, Ch'n.	Jacob W. Mack.
C. C. Burlingham.	Samuel H. Ordway.
Alford Warriner Cooley.	Herbert Schurz.
J. Warren Greene.	Seth Sprague Terry.
Charles W. Watson.	

LAW :

Edward M. Shepard, Ch'n.	Samuel H. Ordway.
Dorman B. Eaton.	Everett P. Wheeler.
J. Warren Greene.	

FINANCE :

William Jay Schieffelin, Ch'n.	James Loeb.
Duncan D. Chaplin.	Charles A. Schieren.
J. G. Phelps Stokes.	

PUBLICATION :

Robert Underwood Johnson, Ch'n.	George R. Bishop.
Rev. Dr. Lyman Abbott.	Edward D. Page.
Nelson S. Spencer.	

CORRESPONDENCE :

William Potts, Ch'n.	J. Augustus Johnson.
William Brewster.	William A. Perrine.
Rev. Cornelius B. Smith.	

EXAMINATIONS :

Charles Collins, Ch'n.	Truman J. Backus.
Everett V. Abbot.	Henry Loomis Nelson.
J. H. C. Nevius.	

AUDITING :

Horace White, Ch'n.	Ethan Allen Doty.
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MEMBERSHIP :

William Potts, Ch'n.	Samuel B. Donnelly.
Everett V. Abbot.	Edward D. Page.
Charles E. Woodbridge.	

BOROUGH OF BROOKLYN :

J. Warren Greene, Ch'n.	Henry Sanger Snow.
William G. Low.	S. Perry Sturges.
Willis L. Ogden.	Alfred T. White.
Henry Yonge.	

BOROUGH OF QUEENS:

Franklin B. Lord, Ch'n.	Joseph K. Murray.
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BOROUGH OF RICHMOND:

George J. Greenfield, Ch'n.

BOROUGH OF THE BRONX :

Alford Warriner Cooley, Ch'n.	Fielding L. Marshall.
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MEMBERSHIP ROLL.

(JUNE 1, 1898.)

SUSTAINING MEMBERS.

AVERY, SAMUEL P.,	4 E. 38th Street, New York City
BOWKER, R. R.,	59 Duane Street, New York City
BREWSTER, WILLIAM,	Broadway and 47th Street, " " "
BROWN, WILLARD,	Gallatin Bank Building, " " "
CARTER, JAMES C.,	54 Wall Street, New York City
CARY, EDWARD,	The "Times," " " "
CHAPLIN, DUNCAN D.,	64 Worth Street, " " "
CLYDE, WILLIAM P.,	5 Bowling Green, " " "
COLLINS, CHARLES,	5 E. 18th Street, " " "
CRANE, R. T.,	2541 Michigan Avenue, Chicago, Ill.
CRANFORD, JOHN P.,	Wakefield, New York City
CUTTING, R. FULTON,	32 Nassau Street, " " "
DE COPPET, E. J.,	30 Broad Street, New York City
DEERING, JAMES,	Fullerton and Clybourne Avenues, Chicago, Ill.
DIMOCK, H. F.,	Pier 11, N. R., New York City
EATON, HON. DORMAN B.,	2 E. 29th Street, New York City
EMMONS, J. FRANK,	56 Broadway, " " "
FRISSELL, A. S.,	530 Fifth Avenue, New York City
FULLER, PAUL,	100 Broadway, " " "
GILDER, RICHARD WATSON,	33 E. 17th Street, New York City
GODKIN, E. L.,	The "Evening Post," " " "
GOODWIN, J. J.,	45 W. 44th Street, " " "
GRACE, WILLIAM R.,	3 Hanover Square, " " "
HAZARD, ROWLAND,	Peacedale, R. I.
HEMENWAY, A.,	10 Tremont Street, Boston, Mass.
JACOBI, DR. A.,	110 W. 34th Street, New York City
JOHNSON, ROBERT UNDERWOOD,	33 E. 17th Street, " " "
KUNHARDT, W. B.,	1 Broadway, New York City
LATHROP, BRYAN,	Old Colony Bldg., Chicago, Ill.
LOEB, SOLOMON,	P. O. Box 1193, New York City

MACK, HON. JACOB W., ... 92 Liberty Street, New York City
 MAITLAND, ALEXANDER, ... 14 E. 55th Street, " " "
 MASON, FRANCIS O., ... Geneva, N. Y.
 MAXWELL, ROBERT, ... 62 Worth Street, New York City
 MINTURN, ROBERT SHAW, ... Bowling Green Bldg., " " "
 MORTON, HON. LEVI P., ... 32 Nassau Street, " " "
 ORDWAY, SAMUEL H., ... 31 Nassau Street, New York City
 OTTENDORFER, OSWALD, ... 3 Tryon Row, " " "
 PAGE, EDWARD D., ... 69 Leonard Street, New York City
 PARKE, F. L., ... 216 Church Street, " " "
 PINCHOT, JAMES W., ... 2 Gramercy Park, " " "
 POWERS, N. B., ... Lansingburg, N. Y.
 RANDOLPH, STUART F., ... 31 Nassau Street, New York City
 SCHIEFFELIN, WILLIAM JAY, . . . 35 W. 57th Street, New York City
 SCHERMERHORN, W. C., ... 49 W. 23d Street, " " "
 SCHIFF, JACOB H., ... P. O. Box 1193 " " "
 SCHWAB, GUSTAV H., ... 2 Bowling Green, " " "
 SCRYMSEY, JAMES A., ... 107 E. 21st Street, " " "
 SMITH, REV. C. B., ... 101 E. 69th Street, " " "
 SPENCER, NELSON S., ... 31 Nassau Street, " " "
 SPEYER, JAMES, ... 257 Madison Avenue, " " "
 STETSON, FRANCIS LYNDE, ... 15 Broad Street, " " "
 STOKES, ANSON PHELPS, ... 47 Cedar St., " " "
 STRAUS, HON. OSCAR S., ... 42 Warren Street, " " "
 WARE, WILLIAM R., ... 41 E. 40th Street, New York City
 WATSON, CHARLES W., ... 40 W. 59th Street, " " "
 WHITE, HON. ALFRED T., ... 130 Water Street, " " "
 WUNDERLICH, DR. F. W., ... 165 Remsen Street, Brooklyn

Abbot, Everett V., ... 55 William Street, New York City
 Abbott, Rev. Dr. Lyman, ... 13 Astor Place, " " "
 Achelis, John, ... 68 Leonard Street, " " "
 Adams, Joseph, ... Union Stock Yards, Chicago, Ill.
 Adams, Thatcher M., ... 36 Wall Street, New York City
 Affeld, F. O., ... 873 President Street, Brooklyn
 Agar, Hon. John G., ... 31 Nassau Street, New York City
 Agnew, A. G., ... 7 Nassau Street, " " "
 Adler, Prof. Felix, ... 1524 Park Avenue, " " "
 Adams, Charles Frederick, ... 100 Broadway, " " "
 Aitken, John W., ... 873 Broadway, " " "
 Aitken, Gen. W. A., ... 65 Washington Street, Norwich, Conn.
 Allen, Elmer A., ... 80 Broadway, New York City
 Alsop, Rev. Dr. Reese F., ... 79 Remsen Street, Brooklyn
 Anderson, Frank E., ... 715 Broadway, New York City

Bacon, Gorham, ...	63 W. 54th Street, New York City
Bagley, Valentine N., ...	250 West Street, " " "
Babbitt, Henry A., ...	187 Madison Avenue, " " "
Backus, Truman J., Ph.D., ...	Packer Institute, Brooklyn
Ball, Thomas P., ...	312 St. James Place, " "
Bangs, Dr. L. Bolton, ...	31 E. 44th Street, New York City
Bannard, Otto T., ...	30 Broad Street, " " "
Bard, A. S., ...	30 Broad Street, " " "
Barker, Benjamin, ...	120 Broadway, " " "
Barney, A. H., (L.)	101 E. 38th Street, " " "
Barrett, F. R., ...	Box 616, Portland, Me.
Baylies, Edmund L., ...	54 Wall Street, New York City
Batterman, Henry, ...	300 Clinton Avenue, Brooklyn
Beaman, C. C., ...	52 Wall Street, New York City
Beekman, Gerard, ...	47 Cedar Street, " " "
Bellows, Rev. R. N., ...	247 Fifth Avenue, " " "
Biggs, Charles, ...	13 Astor Place, " " "
Bishop, George R., ...	142 E. 18th Street, " " "
Bishop, Heber R., ...	15 Broad Street, " " "
Bispham, William, ...	131 Washington Street, " " "
Blagden, George, ...	51 Wall Street, " " "
Blauvelt, Robert B., ...	New Brunswick, N. J.
Bode, Frederick H., ...	care Gage Bros., Chicago, Ill.
Borden, M. C. D., ...	Box 2894, New York City
Bowen, C. Winthrop, ...	3 E. 10th Street, " " "
Brewster, C. O., ...	32 Liberty Street, " " "
Briscoe, S. William, ...	Civil Service Commission, " " "
Bridgman, Rev. C. D. W., ...	18 W. 122d Street, " " "
Brigham, William T., ...	Carnegie Apartments, " " "
Brookfield, William, ...	218 Broadway, " " "
Brown, Henry T., ...	192 Lincoln Place, Brooklyn
Brownell, T. Frank, ...	131 E. 15th Street, New York City
Brownell, William C., ...	153 Fifth Avenue, " " "
Bruce, Rev. James M., ...	Yonkers, N. Y.
Brush, W. Franklin, ...	16 E. 37th Street, New York City
Bunnell, James S., ...	35 New Montgomery Street, San Francisco, Cal.
Buckingham, C. L., ...	195 Broadway, New York City
Burlingham, C. C., ...	45 William Street, " " "
Burt, Hon. Silas W., ...	30 Broad Street, " " "
Bush, J. Adriance, ...	10 Wall Street, " " "
Byrne, James, ...	30 Broad Street, " " "
Cadwalader, J. L., ...	36 Wall Street, New York City
Canfield, G. F., ...	48 Wall Street, " " "
Cary, Clarence, ...	59 Wall Street, " " "
Case, Everett, ...	1629 Spruce Street, Philadelphia
Cassatt, G. M., ...	327 Broadway, New York City
Cauldwell, John B., ...	Southampton, N. Y.
Chambers, William, ...	59 Liberty Street, New York City

Chandler, F. R.,	110 Dearborn Street, Chicago, Ill.
Chanute, O.,	413 East Huron Street, " "
Chase, Prof. George,	120 Broadway, New York City
Chamberlain, D. H.,	40 Wall Street, " "
Chadwick, Rev. John W.,	838 Carlton Avenue, Brooklyn
Cheney, F. W.,	South Manchester, Conn.
Cheney, George L.,	131 E. 57th Street, New York City
Choate, William G.,	40 Wall Street, " "
Choate, Joseph H.,	52 Wall Street, " "
Clark, Nathan,	22 W. 23d Street, " "
Clarke, Samuel B.,	100 Broadway, " "
Claffin, John,	224 Church Street, " "
Claghorn, Charles,	Bedford Avenue, cor. Fulton Street, Brooklyn
Cleveland, Treadwell,	52 Wall Street, New York City
Cochran, Dr. Alexander,	127 Seventh Avenue, Brooklyn
Cohn, Dr. Louis,	139 E. 95th Street, New York City
Collyer, Rev. Dr. Robert,	1672 Broadway, " "
Collins, Stephen W.,	69 Wall Street, " "
Comstock, J. M.,	Treasury Dept., Washington, D. C.
Conger, H. C.,	140 W. 82d Street, New York City
Conger, C. R.,	45 William Street, " "
Cook, George J.,	32 Howard Street, " "
Cook, Charles D.,	162 Remsen Street, Brooklyn
Cooley, Alford Warriner,	27 William Street, New York City
Cope, Francis R.,	1 Walnut Street, Philadelphia
Cope, F. Hazen,	Germantown, Pa.
Cowing, J. H.,	11 E. Seneca Street, Buffalo
Cowen, Essek K.,	45 William Street, New York City
Crauford, Walter V.,	74 Linden Ave., New Rochelle, N. Y.
Cravath, Paul D.,	120 Broadway, New York City
Creevey, John J.,	41 Wall Street, " "
Cromwell, Frederic,	32 Nassau Street, " "
Cromwell, Lincoln,	Greene Street, " "
Cross, R. T.,	32 Nassau Street, " "
Curtis, William E.,	52 William Street, " "
Cushing, William E.,	Society for Savings Bldg., Cleveland, O.
Cutler Arthur H.,	20 E. 50th Street, New York City
Cutting, W. Bayard,	18 W. 57th Street, " "
Daboll, Henry E.,	30 Broadway, New York City
Dahlgren, John Vinton,	20 W. 56th Street, " "
Daly, Hon. Charles P.,	84 Clinton Place, " "
Damrosch, Frank,	Rooms 823-9 Carnegie Hall, " "
Dana, Dr. Charles L.,	50 W. 46th Street, " "
Davidson, Charles A.,	71 Wall Street, " "
Davidson, Charles Stewart,	56 Wall Street, " "
Davies, B. P.,	107 Wall Street, " "
Davies, Julian T.,	32 Nassau Street, " "
Davis, William G.,	32 Nassau Street, " "
Day, Clarence S.,	38 Wall Street, " "

DeForest, R. W., ...	143 Liberty Street, New York City
De Forest, Robert W., ...	62 William Street, " " "
Delano, Warren, Jr., ...	1 Broadway, " " "
Delavan, Dr. D. Bryson, ...	1 E. 83d Street, " " "
Deming, Horace E., ...	13 William Street, " " "
Dempsey, J. J., ...	1021 E. 160th Street, " " "
Dickinson, Robert L., ...	188 Clinton Street, Brooklyn
Dodge, William E., ...	11 Cliff Street, New York City
Donnelly, Samuel B., ...	18 Chambers Street, " " "
Doty, Ethan Allen, ...	728 St. Marks Place, Brooklyn
Dougherty, J. Hampden, ...	7 Nassau Street, New York City
Dows, Tracy, ...	Room 102, Produce Exchange, " " "
Du Bois, Dr. J. C., ...	318 Allen Street, Hudson, N. Y.
Dunham, J. H., ...	340 Broadway, New York City
Dunning, S. Wright, ...	80 Madison Avenue, " " "
Dunham, Dr. E. K., ...	338 E. 26th Street, " " "
Dunham, Lawrence, ...	72 Bible House, " " "
Elliot, President C. W., ...	Cambridge, Mass.
Elkins, Hon. S. B., ...	1626 K. Street, Washington, D. C.
Elderkin, John, ...	150 W. 83d Street, New York City
Ely, Alfred, ...	31 Nassau Street, " " "
Ely, Arthur H., ...	56 Wall Street, " " "
Emmons, Samuel F., ...	U. S. Geological Survey, Washington, D. C.
Ewart, Richard H., ...	115 Franklin Street, New York City
Fairchild, Hon. C. S., ...	46 Wall Street, New York City
Fairchild, Benjamin T., ...	70 W. 52d Street, " " "
Faure, John P., ...	70 Franklin Street, " " "
Fischer, George H., ...	308 Walnut Street, Philadelphia, Pa.
Fisher, George H., ...	310 Throop Avenue, Brooklyn
Floyd, J. G., ...	117 E. 25th Street, New York City
Foster, Abbott, ...	240 W. 73rd Street, " " "
Fox, Austen G., (L.), ...	45 W. 33d Street, " " "
Francis, D. G., ...	7 W. 43d Street, " " "
Frankenheimer, John, ...	22 Broad Street, " " "
Frothingham, Benjamin T., ...	188 Columbia Heights, Brooklyn
Fullerton, Alexander, (L.), ...	5 University Place, New York City
Galbreath, T., ...	Memphis, Tenn.
Garrison, Wendell P., ...	206 Broadway, New York City
Gibbs, Theodore K., ...	146 Broadway, " " "
Gibbs, Wolcott, ...	Newport, R. I.
Gibson, William J., ...	32 Nassau Street, New York City
Goddard, G. A., ...	10 Tremont Street, Boston, Mass.
Goadby, Clarence, ...	21 W. 35th Street, New York City
Goldmark, James, ...	121 Worth Street, " " "
Goldman, Julius, ...	11 Pine Street, " " "
Goodnow, Prof. F. J., ...	25 W. 94th Street, " " "
Gould, Benjamin A., ...	29 Liberty Street, " " "

Gould, Dr. Elgin R. L., ...	281 Fourth Avenue, New York City
Graef, Edward L., ...	58 Court Street, Brooklyn
Grant, De Forest, ...	22 E. 49th Street, New York City
Green, George Walton, ...	11 Pine Street, " " "
Green, Noah, ...	P. O. Box 58, Arverne, N. Y.
Greene, J. L., ...	Hartford, Conn.
Greene, J. Warren, ...	3 Broad Street, New York City
Greene, Edward R., ...	15 Broad Street, " " "
Greenfield, George J., ...	35 Broadway, " " "
Griswold, J. N. A., ...	71 South Street, " " "
Gwynne, J. A., ...	Rye, N. Y.
Gwynne, Arthur C., ...	" " "

Hall, Elial F., ...	Camden, Wilcox Co., Ala.
Hall, Valentine G., ...	1 Nassau Street, New York City
Hamilton, E. Luther, ...	146 Broadway, " " "
Hand, Augustus N., ...	30 Broad Street, " " "
Harbeck, Charles T., ...	306 Lexington Avenue, " " "
Hardon, Henry Winthrop, 116th St., near Amsterdam Ave., ...	" " "
Hart, J. G., ...	975 Second Avenue, Brooklyn
Hartshorne, B. M., ...	44 Exchange Place, New York City
Harriot, S. Carman, ...	454 W. 23d Street, " " "
Heath, F. E., ...	94 Liberty Street, " " "
Healy, A. Augustus, ...	198 Columbia Heights, Brooklyn
Henderson, H. G., ...	128 E. 34th Street, New York City
Henriques, C. A., ...	48 Exchange Place, " " "
Hentz, Henry, ...	769 St. Marks Avenue, Brooklyn
Hentz, Leonard S., ...	769 St. Marks Avenue, " "
Hepburn, Dr. H. J., ...	369 W. 23d Street, New York City
Heydecker, E. L., ...	111 Broadway, " " "
Hicks, Benjamin D., ...	Old Westbury, N. Y.
Higginson, J. J., ...	7 Nassau Street, New York City
Hill, J. E. R., ...	115 High Street, Boston, Mass.
Hinrichs, Frederick W., ...	115 Broadway, New York City
Hitchcock, Welcome G., (L), ...	453 Broome Street, " " "
Hobart, Henry L., ...	120 Front Street, " " "
Holls, Frederick W., ...	120 Broadway, " " "
Holt, Henry, ...	29 W. 23d Street, " " "
Hooper, Franklin W., ...	71 St. James Place, Brooklyn
Hoppin, William W., ...	111 Broadway, New York City
Hornblower, W. B., ...	30 Broad Street, " " "
Howard, W. C., ...	21 Mercer Street, " " "
Howard, J. W., ...	1 Broadway, " " "
Howland, Charles P., ...	35 Wall Street, " " "
Hubbard, Thomas H., ...	16 W. 58th Street, " " "
Hubbell, Hon. Charles Bulkeley, ...	2 Wall Street, " " "
Huntington, Rev. Dr. W. R., ...	804 Broadway, " " "

Iles, George, ... Park Avenue Hotel, New York City

Ireland, F. G., ...	Civil Service Commission, New York City
Isaacs, Myer S., ...	27 Pine Street, " " "
Jackson, Frederick W., ...	Westchester, N. Y.
Jardine, John, ...	1282 Broadway, New York City
Jay, William, ...	48 Wall Street, " " "
James, D. Willis, ...	11 Cliff Street, " " "
Jesup, Morris K., ...	44 Pine Street, " " "
Jennings, Frederick B., ...	15 Broad Street, " " "
Johnson, Eastman, ...	65 W. 55th Street, " " "
Johnson, James G., ...	655 Broadway, " " "
Johnson, J. Augustus, ...	58 William Street, " " "
Jones, E. H., ...	Naval Office, Custom House, " " "
Justi, Herman, ...	Nashville, Tenn.
Kelly, Edmond, ...	107 E. 60th Street, New York City
Kenneson, Thaddeus D., ...	13 William Street, " " "
Kidder, C. G., ...	32 Nassau Street, " " "
Kimball, A. R., ...	Orange, N. J.
Kinnicutt, Dr. F. R., ...	42 W. 37th Street, New York City
Kissell, G. E., (L.), ...	54 Wall Street, " " "
Klupfel, Charles, ...	2 Bowling Green, " " "
Knauth, Percival, ...	13 William Street, " " "
Lambert, Rev. Henry, ...	West Newton, Mass.
Lambert, W. B., ...	Highland Avenue, Cambridge, Mass.
Lansing, J. Townsend, ...	82 State Street, Albany
Larocque, Joseph, ...	P. O. Box 2911, New York City
Larremore, Wilbur, ...	32 Nassau Street, " " "
Lawrence, Cyrus J., ...	31 Broad Street, " " "
Lawrence, Richard H., ...	31 Broad Street, " " "
Lea, Henry C., ...	2000 Walnut Street, Philadelphia
Learned, James E., ...	56 E. 54th Street, New York City
Leavens, George St. J., ...	72 Bible House, " " "
Ledoux, A. R., ...	9 Cliff Street, " " "
Lee, W. H. L., ...	20 Nassau Street, " " "
Leavitt, J. Brooks, ...	111 Broadway, " " "
Lent, Edward B., ...	200 Joralemon Street, Brooklyn
Lewis, August, ...	151 Greene Street, New York City
Lewis, R. V., ...	120 W. 42d Street, " " "
Logan, Walter S., ...	617 Fifth Avenue, " " "
Lockwood, Benoni, ...	56 Irving Place, " " "
Loeb, James, ...	27 Pine Street, " " "
Loines, Stephen, ...	26 Garden Place, Brooklyn
Lord, Franklin B., ...	120 Broadway, New York City
Lovell, Joseph J., ...	49 Manhattan Avenue, Brooklyn
Low, C. Adolph, ...	41 Liberty Street, New York City
Low, Seth, ...	30 E. 64th Street, " " "
Low, William G., ...	58 Remsen Street, Brooklyn
Low, William G. Jr., ...	58 Remsen Street, " " "

Lowell, Thos. W., ...	28 S. Portland Avenue, Brooklyn
Ludwig, E., (L.), ...	
Lynde, Rollin H., ...	31 Pine Street, New York City
Lyman, George T., ...	Bellport, N. Y.
Lyman, Frank, ...	50 Remsen Street, Brooklyn
Lyman, E. H. R., ...	34 " " "
Macdonough, A. R., ...	38 Union Square, New York City
Macfarlane, Wallace, ...	32 Liberty Street, " " "
MacVeagh, Charles, ...	17 Broad Street, " " "
Magee, J. H., ...	Scottsburg, N. Y.
Mallinckrodt, Edward, ...	Mallinckrodt Chemical Works, St. Louis, Mo.
Mapes, Charles V., ...	143 Liberty Street, New York City
Marquand, Henry, ...	160 Broadway, New York City
Marquand, Henry G., ...	11 E. 68th Street, " " "
Marshall, Charles H., ...	7 Nassau Street, " " "
Marshall, Fielding L., ...	55 Liberty Street, " " "
Martin, Newell, ...	7 Nassau Street, " " "
Martin, T. Comerford, ...	120 Liberty Street, " " "
Mason, James Weir, ...	32 W. 129th Street, " " "
Mason, Alfred Bishop, ...	7 Pine Street, " " "
Matthews, Robert, ...	96 Spring Street, Rochester, N. Y.
Matthewson, Dr. Arthur, ...	139 Montague Street, Brooklyn
Maxwell, Henry W., ...	70 First Place, " " "
Merrill, Charles E., ...	43 E. 10th Street, New York City
Merrill, Payson, ...	111 Broadway, " " "
Miller, Hon. Jacob F., ...	120 Broadway, " " "
Mitchell, Edward, ...	31 E. 50th Street, " " "
Moffat, George B., ...	1 Nassau Street, " " "
Moffat, R. Burnham, ...	63 Wall Street, " " "
Montgomery, R. M., ...	61 Pine Street, " " "
Moore, J. H., ...	423 Madison Avenue, " " "
Moore, W. H. H., ...	Box 402, " " "
Morse, James H., ...	423 Madison Avenue, " " "
Morse, Rev. R. C., ...	139 E. 18th Street, " " "
Mortimer, Richard, ...	11 Wall Street, " " "
Mosenthal, P. J., ...	46 Cedar Street, " " "
Mott, William H., ...	Toms River, N. J.
Munroe, J. G., ...	19 South Division Street, Buffalo
Murray, J. B., ...	60 Wall Street, New York City
Murray, Joseph K., ...	62 Wall Street, " " "
McAlpin, G. L., ...	146 Avenue D., New York City
McAneny, George, ...	Plaza Hotel, " " "
McBurney, R. R., ...	3 W. 29th Street, " " "
McCagg, L. B., ...	201 Madison Avenue, " " "
McCullough, Hall Park, ...	15 Broad Street, " " "
McKeever, Lawrence, ...	164 Lexington Avenue, " " "
McKeen, James, ...	136 Henry Street, Brooklyn
McKelvey, J. J., ...	66 Broadway, New York City

McKibben, Gilbert H.,	474 W. Broadway, New York City
McMahon, Fulton.	111 Broadway, " " "
Nadal, C. C.,	129 E. 17th Street, New York City
Naumberg, E.,	6 Wall Street, " " "
Nelson, Henry Loomis.	Harper & Bros., " " "
Nelson, Rev. H. N.,	Geneva, N. Y.
Nevius, J. H. C.,	420 Broome Street, New York City
Newton, Virginus,	Box 206, Richmond, Va.
Nichols, George M.,	277 Adelphi St., Brooklyn
Nichols, W. N.,	353 Clinton Avenue, "
Nicoll, J. C.,	51 W. 10th Street, New York City
Norton, Prof. Charles Eliot,	Cambridge, Mass.
North, Thomas M.,	160 Central Park South, New York City
Ogden, Willis L.,	73 Pierrepont Street, Brooklyn
Olin, Stephen H.,	32 Nassau Street, New York City
Olyphant, Robert,	21 Cortlandt Street, " " "
Opdyke, William S.,	20 Nassau Street, " " "
Orr, Alexander E.,	102 Remsen Street, Brooklyn
Packard, Edwin,	241 Henry Street, Brooklyn
Parker, F. S.,	32 Garden Place, "
Parrish, S. L.,	44 Broadway, New York City
Parsons, John E.,	111 Broadway, " " "
Parsons, Herbert,	111 Broadway, " " "
Paulding, J. K.,	146 Forsyth Street, " " "
Pauli, H. G.,	15 S. William Street, " " "
Peabody, George Foster,	27 Pine Street, " " "
Peipers, Hugo, (L.),	Wiesbaden, Germany
Pendleton, F. K.,	44 Broadway, New York City
Perrine, William A.,	91 Centre Street, " " "
Phillips, Lee,	Civil Service Commission, " " "
Phoenix, Phillips,	28 State Street, " " "
Pierce, Franklin,	120 Broadway, " " "
Pierrepont, H. E.,	216 Columbia Heights, Brooklyn
Pierrepont, H. Evelyn, Jr.,	216 Columbia Heights, "
Pinchot, Gifford,	2 Gramercy Park, New York City
Pope, George A.,	P. O. Box 53, Baltimore, Md.
Pope, A. A.,	Pope Building, Boston
Pott, James,	14 Astor Place, New York City
Potts, William,	26 Delancey Street, " " "
Potter, Frederick,	Potter Bldg., " " "
Potter, Rt. Rev. H. C.,	10 Washington Square, East, " " "
Prentice, W. P.,	155 Broadway, " " "
Prentiss, Rev. Dr. G. L.,	57 E. 61st Street, " " "
Pumpelly, J. C.,	257 W. 85th Street, " " "
Putnam, George Haven,	27 W. 23d Street, " " "
Putnam, Harrington,	404 Washington Avenue, Brooklyn
Putnam, Irving,	27 W. 23rd Street, New York City
Pyne, Moses Taylor,	42 W. 53d Street, " " "

Rand, George C., ...	107 Wall Street, New York City
Raymond, C. H., ...	32 Liberty Street, " " "
Raymond, B. W., ...	123 Henry Street, Brooklyn
Reynolds, James B., ...	26 Delancy Street, New York City
Richards, Rev. C. A. L., ...	144 Benefit Street, Providence, R. I.
Richards, George, ...	62 Wall Street, New York City
Ritchie, John, ...	10 Mount Vernon Street, Boston
Rives, Hon. George L., ...	14 W. 38th Street, New York City
Robb, Hon. J. Hampden, ...	23 Park Avenue, " " "
Roe, Alfred, ...	156 Broadway, " " "
Rogers, Hon. Henry A., ...	19 John Street, " " "
Romaine, B. F., Jr., ...	20 Nassau Street, " " "
Romaine, L. T., ...	84 Beaver Street, " " "
Boome, W. Harris, ...	40 Wall Street, " " "
Roosevelt, J. A., ...	4 W. 57th Street, " " "
Roosevelt, Hon. Theodore, ...	Washington, D. C.
Root, Hon. Elihu, ...	32 Liberty Street, New York City
Rose, Arthur P., ...	Geneva, N. Y.
Rosenblatt, M. G., (L.), ...	35 Mercer Street, New York City
Rowe, William V., ...	52 Wall Street, " " "
Rumsey, Dexter P., ...	742 Delaware Street, Buffalo, N. Y.
Russell, Charles H., ...	15 Broad Street, New York City
Sands, B. Aymar, ...	31 Nassau Street, New York City
Sands, Philip J., ...	15 E. 34d Street, " " "
Sanger, William Cary, ...	Sangerfield, N. Y.
Sayer, W. Murray, Jr., ...	398 Washington Avenue, Brooklyn
Schieren, Hon. Charles A., ...	405 Clinton Avenue, " " "
Schumacher, Charles, ...	50 Exchange Place, New York City
Schurman, President John G., ...	Cornell University, Ithaca, N. Y.
Schurz, Hon. Carl, ...	16 E. 64 Street, New York City
Schurz, Herbert, ...	16 E. 64 Street, " " "
Schwab, H. C., ...	2 Bowling Green, " " "
Scribner, Arthur H., ...	153 Fifth Avenue, " " "
Scribner, Charles, ...	153 Fifth Avenue, " " "
Scott, Rev. J. F., ...	407 W. 123d Street, " " "
Searle, Arthur, ...	41 Concord Avenue, Cambridge, Mass.
Seaver, Benjamin F., ...	111 Pierrepont Street, Brooklyn
Sedgwick, Arthur G., ...	115 Broadway, New York City
Seligman, E. R. A., ...	324 W. 86th Street, " " "
Serven, A. R., ...	Civil Service Commission, Washington, D. C.
Sexton, Lawrence E., ...	34 Pine Street, New York City
Shaw, Albert, ...	13 Astor Place, " " "
Shearman, Thomas G., ...	176 Columbia Heights, Brooklyn
Shepard, Hon. Edward M., ...	111 Broadway, New York City
Shillaber, William A., Jr., ...	1 Broadway, " " "
Simes, William, ...	Petersham, Mass.
Sinclair, John, ...	521 Madison Avenue, New York City
Singer, Mortimer M., ...	31 Nassau Street, " " "

Slicer, Rev. Dr. Thomas R.,	27 W. 76th Street, New York City
Slosson, Henry L.,	Geneva, N. Y.
Slosson, J. Lawrence,	" "
Smillie, James D.,	110 E. 38th Street, New York City
Smith, William Alexander,	70 Broadway, " "
Smith, Clarence B.,	45 Broadway, " "
Smith, Charles Stewart,	20 E. 23d Street, " "
Smith, Charles Robinson,	7 Nassau Street, " "
Smith, J. Henry,	10 Wall Street, " "
Snow, Henry Sanger,	270 Henry Street, Brooklyn
Sprague, Henry L.,	15 Broad Street, New York City
Stapler, H. B. B.,	67 Wall Street, " "
Stark, Joshua,	Milwaukee, Wis.
Stedman, Edmund C.,	16 Broad Street, New York City
Steers, James R.,	55 Liberty Street, " "
Stewardson, Thomas,	Chestnut Hill, Philadelphia, Pa.
Stickney, Joseph,	P. O. Box 2379, New York City
Stimson, Dr. D. M.,	11 W. 17th Street, " "
Stolber, Louis,	722 Broadway, " "
Stokes, James,	49 Cedar Street, " "
Stokes, Anson Phelps, Jr., (L.),	229 Madison Avenue, " "
Stokes, J. G. Phelps, (L.),	229 Madison Avenue, " "
Stokes, Harold M. Phelps, (L.),	229 Madison Avenue, " "
Stokes, I. N. Phelps, (L.),	229 Madison Avenue, " "
Storrs, Rev. Dr. Richard S.,	80 Pierrepont Street, Brooklyn
Straus, Frederick,	15 Broad Street, New York City
Straus, Albert,	15 Broad Street, " "
Sturgis, Russell,	307 E. 17th Street, " "
Sturgis, Thomas,	138 E. 38th Street, " "
Sturges, S. Perry,	305 Washington Avenue, Brooklyn
Stuart, W. C.,	Pasadena, Cal.
Swan, Lyndon M.,	31 Pine Street, New York City
Taber, Henry M.,	141 Pearl Street, New York City
Taber, John R.,	714 Water Street, " "
Tatham, Edwin,	82 Beekman Street, " "
Tatham, Charles,	302 Lexington Avenue, " "
Taylor, Thomas Fenton,	31 Nassau Street, " "
Taylor, William C.,	84 Keap Street, Brooklyn
Terry, Seth Sprague,	36 W. 35th Street, New York City
Terry, Henry T.,	280 Broadway, " "
Terry, Rev. Roderick,	169 Madison Avenue, " "
Thayer, A. S.,	11 William Street, " "
Thomson, Dr. W. H.,	7 W. 56th Street, " "
Thompson, Hon. H. S.,	346 Broadway, " "
Thurber, F. B.,	116 Reade Street, " "
Tiebout, C. H.,	31 Grand Street, Brooklyn
Tod, J. Kennedy,	45 Wall Street, New York City
Tompkins, Hamilton B.,	229 Broadway, " "
Tompkins, Calvin,	32 Liberty Street, " "

Trenholm, Hon. W. L.	160 Broadway, New York City
Turner, Herbert B.	22 William Street, " " "
Tweedy, Edmund.	25 Bellevue Court, Newport, R. I.
Valentine, Henry C. (L.)	57 Broadway, New York City
Van Dusen, S. C.	39 Cliff Street, " " "
Van Iderstine, Robert,	20 Nassau Street, " " "
Van Ingen, D. W.,	135 Henry Street, Brooklyn
Van Ingen, Edward H.,	9 E. 71st Street, New York City
Van Nest, George W.,	32 Nassau Street, " " "
Van Sinderen, Howard,	15 Broad Street, " " "
Villard, Henry (L.)	145 W. 58th Street, " " "
Wadsworth, Hon. J. W.,	Genesee, N. Y.
Walker, S. C.,	Harbison & Walker, Pittsburg, Pa.
Walker, William,	Care of W. & H. Walker, Allegheny City, Pa.
Walker, Hay,	Care of W. & H. Walker, " " "
Walker, John,	Care of W. & H. Walker, " " "
Wallace, W. H.,	66 Broadway, New York City
Wallace, Jackson,	32 Liberty Street, " " "
Warren, George A.,	Civil Service Commission, Washington, D. C.
Ward, J. Q. A.,	119 W. 52nd Street, New York City
Ward, S. G.,	15 Broad Street, " " "
Waring, George E., Jr.,	874 Broadway, " " "
Warner, John De Witt,	111 Broadway, " " "
Warren, H. Langford,	9 Park Street, Boston, Mass.
Washburn, W. I.,	71 Broadway, New York City
Ward, J. H.,	19 Kenyon Bldg., Louisville, Ky.
Ward, Henry Galbreath,	160 Broadway, New York City
Webb, W. H.,	415 Fifth Avenue, " " "
Weed, John W.,	62 William Street, " " "
Weeks, E. W.,	346 Broadway, " " "
Weeks, E. R.,	503 Delaware Street, Kansas City, Mo.
Wehle, Theodore,	32 Liberty Street, New York City
Welling, R. W. G.,	2 Wall Street, " " "
Weston, Edward,	P. O. Box 617, Yonkers, N. Y.
Weston, Walter,	584 North Broadway, " " "
Wheeler, Prof. James R.,	Columbia College, New York City
Wheeler, Hon. Everett P.,	45 Broadway, " " "
Wheeler, A. S.,	38 Sears Bldg., Boston, Mass.
White, Hon. Andrew D. (L.)	American Embassy, Berlin, Germany
White, Horace,	18 W. 69th Street, New York City
White, Alexander M.,	2 Pierrepont Place, Brooklyn
White, Alexander M., Jr.,	158 Columbia Heights, " " "
White, William Augustus,	130 Water Street, New York City
White, G. C.,	P. O. Box 320, " " "
Whitehead, C. E.,	71 Wall Street, " " "
Whitlock, B. McE.,	49 Wall Street, " " "
Whitridge, F. W.,	59 Wall Street, " " "
Wickersham, G. W.,	40 Wall Street, " " "
Wiggin, Dr. Frederick H.,	55 W. 36th Street, " " "

Williams, Miss L. L., ...	316 W. 78th Street, New York City
Wilson, R. T., ...	511 Fifth Avenue, " " "
Wilcox, Ansley, ...	298 Main Street, Buffalo, N. Y.
Wilcox, David, ...	Metropolitan Club, New York City
Wing, Henry T., ...	152 Clinton Street, Brooklyn
Winslow, Edward, ...	P. O. Box 486, New York City
Wise, B. E., ...	21 Broad Street, " " "
Wisner, Charles, ...	Room 45, Cotton Exchange, " " "
Wisner, H. G., ...	18 W. 12th Street, " " "
Wolff, Louis S., ...	12 E. 70th Street, " " "
Wood, Walter R., ...	17 Broadway, " " "
Woodbridge, Charles E., ...	44 Pine Street, " " "
Wright, Dr. Jonathan, ...	73 Remsen Street, Brooklyn
Yonge, Henry, ...	Hotel Margaret, Brooklyn
Young, J. A., ...	Warrensburg, Mo.
Zabriskie, George, ...	17 Broad Street, New York City

Trenholm, Hon. W. L.	160 Broadway, New York City
Turner, Herbert B.	22 William Street, " "
Tweedy, Edmund.	25 Bellevue Court, Newport, R. I.
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Van Dusen, S. C.	39 Cliff Street, " "
Van Iderstine, Robert	20 Nassau Street, " "
Van Ingen, D. W.	135 Henry Street, Brooklyn
Van Ingen, Edward H.	9 E. 71st Street, New York City
Van Nest, George W.	32 Nassau Street, " "
Van Sinderen, Howard	15 Broad Street, " "
Villard, Henry, (L.)	145 W. 58th Street, " "
Wadsworth, Hon. J. W.	Genesee, N. Y.
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Walker, William	Care of W. & H. Walker, Allegheny City, Pa.
Walker, Hay	Care of W. & H. Walker, " "
Walker, John	Care of W. & H. Walker, " "
Wallace, W. H.	66 Broadway, New York City
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REPORT
OF THE
Executive Committee
OF THE
New York
Civil Service Reform Association

READ AT THE ANNUAL MEETING, MAY 10, 1899

WITH APPENDICES.

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CONTENTS.

	PAGE
Annual Report of the Executive Committee, .	5
Annual Report of the Treasurer, . . .	21
Constitution and By-Laws, ...	23
Roll of Officers and Members, ...	31

ANNUAL REPORT

OF THE

Executive Committee of the Civil Service Reform Association.

THE results of a year's work for civil service reform, in New York City and State, are in the highest degree encouraging to the friends of good government. The more serious losses of the previous year have been repaired. The so-called "Black act,"—one of the most vicious and dishonest measures of legislation of recent years—has been repealed, and its operation in the State Departments discontinued. The thoroughly unsatisfactory rules put in effect in the city, under the new charter, have been set aside by the Courts. A new law, general in its application, and superior to any civil service statute heretofore secured in America, has been enacted. The Governor, moved by sincere sympathy with the purposes of civil service reform, and aided by a practical acquaintance with its methods, is taking an active personal part in the work of reconstruction now made possible, and the prospect for further important advances is excellent.

The city rules, under the new law, must conform to carefully prescribed standards, and can have no effect until approved by the State Commission. As to the latter requirement the act confirms and renders more emphatic the decisions of the Courts. In correcting the shameful conditions that have developed under the present administration of city affairs and in guarding against their recurrence, it has a complementary effect hardly less important. Pending the revision of the city rules, no appointments of any sort will be recognized as valid unless made from competitive lists. Steps have been taken, moreover, to secure the annulment of a large number of appointments previously made, through evasion or open violation of the law, and the details concerning these will in due time be made public. The subjection of the city system to the State authorities, although necessarily limited, should serve to guarantee proper administration and fair results, in the future.

As a consequence of the practices made possible by the former rules, there have been excesses in the way of unnecessary and arbitrary appointments, promotions and increases of salary, that have cost the taxpayers of the city a sum which as yet can hardly be estimated. The importance of the new legislations from this point of view, is likely to be made plain in the course of the public discussion of the subject that seems imminent. So striking an example of the practical value of strict civil service rules would, in itself, be one of the most fortunate issues of the year's agitation.

The Civil Service Reform Association has been engaged actively and constantly in the matters referred to, and it has assisted as well, in the important work of the National League. Every effort has been made during the year to secure the correction of unsatisfactory conditions in the Federal Service, aided by expressions of public opinion against the proposed reduction of the classified service by Executive order. No order of this character has as yet been issued. It must be said, however, that while advances have been made in the State, there has been a general backward tendency at Washington, the effects of which threaten to become very serious.

It has been the custom, in presenting the annual report, to review briefly the progress of the reform, and the relation in greater detail of those matters with which the Association has had particularly to do.

THE FEDERAL SERVICE.

The attitude of the last Congress toward civil service reform was not favorable. The several amendatory bills introduced at the earlier sessions, and intended to modify the law, or to limit the area of its operation, were defeated, not because of a lack of sympathy with their purposes in either House, but principally for the reason that public opinion was unmistakably opposed to them. It had become plain, moreover, during the discussion of the subject, that the President possessed the power to fix the limits of classification, under the authority granted by the original act, and that the abridgment of that power by the vote of members of his own party might not be a courteous or a politic thing to do. The law was, therefore, left undisturbed, and the enemies of civil ser-

vice reform in Congress derived such satisfaction as they could from the exclusion from the merit system of each new class of employees created.

The responsibility for maintaining the system as it stood at the change of administration, and for "extending it wherever practicable," was thus left wholly to the President. More than a year before, President McKinley had announced that he would, if in his judgment the public interests seemed to require, remove a limited number of positions from the competitive class. When it became apparent that Congress would not act, the spoils seeking contingent caught desperately at this straw and requests for the inclusion of particular positions or classes of positions in the proposed list of "exceptions" were received in great numbers.

In October last it was stated that the number to be affected had been kept down to 2,500 and that an excepting order would be issued shortly after the election. Memorials were addressed to the President by the League and by many local bodies, including this association, pointing out that the offices in question, the list of which was unofficially made public, were, almost without exception, of a class for which non-partisan appointments, for reasons of fitness only, were peculiarly desirable. It was shown, also, that the reasons advanced for restoring these offices to the patronage basis were not supported by the evidence of actual experience. Though the order has not yet been issued, it is still said that it will be issued, and that the delay is due to continued discussion as to the number and character of the positions it is to cover.

It is a matter of, perhaps, more serious consequence, that, pending the settlement of the proposed action, appointments and removals have been made in practically all of the classes under consideration in violation of the law, and that these offenses remain uncorrected. It has even been said, with some appearance of plausibility, that the failure of the excepting order to appear is due in large part to the fact that, since the simpler method of open disregard for the law has been adopted, the pressure for that order has greatly relaxed.

In the Department of Justice, the Internal Revenue Service, the field branches of the Interior Department, and in many Custom Houses the law has been treated as though it had no existence. When the Civil Service Commission,

through the President, asked the Attorney-General for an opinion as to the validity of appointments without examination in his own department, a reply was received that as the positions in question would shortly be excepted anyway, discussion of the subject was more or less academic, and an opinion unnecessary. In practically every department of the Government, moreover, the provisions of the rules have been evaded, by various means, and many pages of the reports of the Civil Service Commission have been filled with the printed records of the unavailing protests made. The Executive rule of July 27, 1897, with relation to removals, has been disregarded, perhaps, more generally than any other, the evidence in such cases being particularly voluminous.

The Comptroller of the Treasury, Mr. Tracewell, of North Carolina, when asked by the Commission to co-operate with it by declining to pay the salaries of persons appointed without the required examination, declared, in reply, that the civil service rules do not have the force of law, that they are the creation of the Executive and that they are enforceable by Executive intervention only. Mr. Tracewell's "opinion" was written in a vein of coarse facetiousness. It was little short of insulting to the President, and as a construction of the law has been pronounced absurd. It stands for the present, however, as the rule of the Treasury Department. All persons whose appointments are certified by department heads, whether passed by the Civil Service Commission or not, will be recognized as legally entitled to compensation until the President, or the department officer himself, in each case, directs their removal.

In the Appraiser's Department, in the New York Customs District, the violations and evasions have been so numerous and so flagrant, that a joint investigation by officers of the Commission and the Treasury Department was held. The charges were sustained in ten specific instances, and in the case of some of these, indeed, corrections were ordered. The Appraiser himself, whose deliberate defiance of the law was clearly shown, has not been disturbed. It is commonly reported that in other branches of the Customs Service at this port, and in the Immigration Bureau as well, the intrusion of "politics" is more marked than at any time in a decade past.

It is not attempted to give, within the limits of this report,

the facts in detail on which the foregoing statements are based. A special Committee of the National League has been appointed for this purpose and their findings, no doubt, will be published in full. Nor is the subject presented with any purpose in view other than to reveal the need of strict measures of reform within the service. The precedents established in many of these cases are apt to prove demoralizing. In some bureaus and offices they may be said to have already produced such an effect, and the evil seems to be growing. Although the subject has been brought to the attention of the President, from time to time, in the communications of the League, it seems unlikely that he appreciates fully the gravity of the present situation.

The tendency toward laxity at Washington has been greatly aided by the action of Congress in exempting from examination the clerks and others appointed in the War and Treasury Departments, for emergency purposes, during the war with Spain, and in organizing the Census bureau on the spoils basis. Seven hundred clerks were appointed under the war acts for periods averaging a year. The Civil Service Commission was prepared to furnish all of these, but the facts were misrepresented during the debate in the House, and the appointments were treated as patronage. The Census bill was passed with a provision permitting the Director to appoint three thousand clerks and statisticians after non-competitive examination only. This was precisely the plan under which the Census of 1890 proved such a costly failure. The outgoing Director, Mr. Carroll D. Wright, testified before a Committee of the Senate that if the Bureau were organized on the competitive, non-partisan plan, a saving of at least two million dollars would be effected. Memorials were sent from all parts of the country, mainly from scientific and business bodies, urging that this should be done. But the bill was passed in the form that the spoilsmen wished. Appointments are now being parcelled out to Congressmen and local party organizations. The examinations employed can at most serve only to bar out the absolutely unfit. As a check on patronage dispensation they will amount to nothing. In declining to place the Census Bureau in the classified service, the majority in Congress conspicuously disregarded the pledge of the Republican party,

to extend the application of the merit system "wherever practicable."

The Civil Service Reform Association in New York will assist the National League as actively as may be practicable, in the preparation of its forthcoming reports.

NEW YORK STATE.

At the time that the last annual report was presented the state civil service act, passed at the instance of Governor Black, and known commonly as the "Black act," was in operation in all of the departments and institutions of the state. In New York city its application had been annulled by the adoption of the new charter, and in the other cities of the state it had been superseded by the act passed on the last day of the session of 1898. In several of the state offices at Albany, where the heads of departments desired nothing more than the selection of the best fitted employees, the embarrassment of operating under the law was avoided by entrusting the examinations for "fitness," as well as those for "merit," to the Civil Service Commission. More frequently, however, the law was exploited as far as possible, for the purposes for which it was intended. In the Department of Insurance it was used so effectively that Superintendent Payn was enabled to increase his force of subordinates twenty per cent. in a year, without accepting a single applicant who had passed the open examinations.

It therefore happened that, as a result of the confusing legislation of the past year or two, at least four systems of widely differing character had come into existence by the first of the present year. New York city had its charter rules—the operation of which will be treated separately—the State departments were conducted under two adaptations of the Black law, and in the smaller cities the plan of the original law of 1883 was followed.

In his first annual message, Governor Roosevelt directed the attention of the Legislature to this anomalous condition and strongly urged the passage of an act repealing the Black Law and establishing a uniform system, for the state and cities alike, subject to state control. Such an act was prepared with the co-operation of a special committee of the Association, consisting of Messrs. Richard Watson Gilder, James McKeen, Edward M. Shepard, Thomas R. Slicer, William G. Low,

Horace E. Deming, W. Bayard Cutting, Samuel H. Ordway, and the Secretary.

This act was presented for introduction in the Legislature, after consultation with the Governor and other state officers and with the representatives of the civil service reform movement in Buffalo and other cities. It was introduced in the Senate by Mr. White, of Syracuse, early in February. In form it was amendatory of the act of 1883, repealing all inconsistent legislation and adding many important features suggested by the experience of the past several years. After some discussion it was determined to recast the measure, adopting a form amounting to a codification of all previously existing statutes, and less strict in certain of its general provisions. In framing this, the draft originally prepared was taken as the basis, and many of its more important sections were preserved intact. The section relating to cities, the most important of all, was practically unchanged. Several new features were adopted, however, that in the judgment of the Association's Committee greatly weakened the bill and raised serious doubts as to the wisdom of its passage. A hearing was given by the Senate Judiciary Committee, at which our objections were presented and discussed, with the result that all of the amendments proposed were accepted, save one. The bill was then reported and passed by the Senate by a majority of two—one Republican member only, Mr. Ambler, of Columbia County, voting against it, and one Democrat, Mr. Douglas, of Albany, voting for it. In the Assembly it was passed with slight amendments, necessitating re-passage by the Senate. Mr. Coggeshall, of Oneida, failed to appear at this critical moment, but the necessary majority of one was secured through the continued support of Mr. Douglas. On the following day—the nineteenth of April—the act was signed by the Governor, and went into immediate effect.

SCOPE AND EFFECT OF THE NEW ACT.

As the passage of this law will necessitate the complete recasting of the civil service system in New York, on radically different lines, a brief statement of its principal features, in this report, seems important.

Seventeen previous statutes, enacted within the period from 1883 to 1898—including the Black law—are repealed and superseded. The existing rules for the State are con-

tinued, but are to be replaced by a new code, framed by the State Commission and approved by the Governor, before the 19th of May. Existing "merit" lists, meanwhile, are continued as eligible lists, and appointments, where necessary, may be made from them without further examination until new lists are prepared. The Commission is continued as at present constituted, with the same tenure, power and duties.

The State Service is divided into two branches, to be known respectively as the "unclassified" service and the "classified."

The former is to include all elective officers, heads of departments, legislative employees, and principals and teachers in the public schools. The latter will include all other offices and positions of every description.

In the classified service there are to be three schedules—the exempt, the non-competitive, and the competitive. The exempt list will include only deputies and secretaries, where authorized by law, unskilled laborers, and "other subordinate places for the filling of which competitive or non-competitive examinations may be found to be not practicable." There are limitations placed on this grant of discretion in other parts of the act that make it certain that the exempt list will be far less in proportion than it now stands. Non-competitive tests will be employed for the grades just above that of laborer. The great bulk of the service is to be included in the open competitive class.

The methods of competitive examination in the State service proper will be substantially similar to those employed prior to the passage of the Black act, though in many particulars much more strict. The more important changes include the following:

1. The appointing officer is required to select the person standing highest on the appropriate eligible list, instead of choosing from among three, as heretofore. The appointee, if unsatisfactory, may be dismissed at any time during a prescribed probationary term.
2. Appointments to positions the duties of which are confined to a locality outside of Albany are to be made, so far as practicable, from among residents of the judicial district including such locality.
3. Appointments to positions in the exempt class are to be limited to one under each title, unless otherwise specifically provided. Subordinates who handle money are no longer to be exempted on that ground, the law permitting the appointing officer in such cases to exact an adequate bond, as a condition additional to the passage of an examination.

4. Persons appointed temporarily, in the absence of an eligible list, must pass a non-competitive examination, and cannot hold their positions for a longer period than sixty days.

5. Positions in the higher grades are to be filled, wherever practicable, by promotions, based upon merit and competition and upon the superior qualifications of the person promoted as shown by his previous service.

6. The provisions of the act of 1883 that no removal within the scope of the rules adopted "shall be in any manner affected or influenced by political opinions or affiliations" is continued, but the enforcement of this is left to the rules, which, according to the terms of the act, are to have "the full force of law."

The omission of the provision contained in the Act of 1898, for the filing in writing of the actual reasons for removals from all competitive positions, and for the granting of an opportunity to the person removed to make an explanation, is a loss that is to be taken into account in any complete estimate of the law. This omission the committee of the Association opposed strenuously, but the amendment, the effect of which would have been the continuance of the former plan, was rejected by the Senate Judiciary Committee. The Governor has promulgated a rule governing removals in the state service proper and this, it is hoped, will continue under the new act, to have the effect of law.

The State Commission, after recasting its own system, is to prescribe and enforce rules for the larger counties as rapidly as may prove practicable. The entire force of the county offices in New York and Kings, for instance—including those of the Register, County Clerk, Sheriff, District Attorney, Surrogate, and Coroners—will be classified, and appointments in each of them will hereafter be subject to the supervision of the Albany authorities.

The commission is also to have greatly increased powers in its supervision of all municipal commissions, and may compel compliance with its own standards of classification and examination. The initiative is not taken from the local bodies in any case where these standards are properly recognized, and it cannot be said, therefore, that there is any undue interference with correct principle of home rule.

Where a Mayor fails to appoint Commissioners the State Board may appoint them, and where the Commissioners fail within sixty days following their appointment to establish rules as required, the State Board may perform that function also.

They may by unanimous vote, and with the wrtten approval of the Governor, remove any municipal Commissioner for cause and after a hearing, and they may, by like unanimous vote, alter or amend any rule that does not conform to the provisions of the general law.

Finally, the State Board is directed to investigate from time to time the operations of local boards, and the acts of public officers generally with respect to the execution of the act. For the purposes of such investigations it is given all of the powers of a legislative committee.

The system in the cities is required to be as nearly as possible uniform with that in the State. In the smaller cities the important changes will be practically identical with those mentioned in the case of the State service. In New York the effect will be sweeping.

It may be added that two new methods of enforcement are provided that are apt to be very effective. The inhibition upon payments of salaries by fiscal officers, except at their personal risk, to persons appointed improperly, is reinforced by a provision to the effect that the appointee in such cases must be paid the full amount of the compensation agreed on, or in case there is no agreement, the actual value of his services, by the officer who appoints him. A right of action in such a case is granted against the officer personally. It is further provided that any taxpayer may secure a judicial review of a state or city classification containing exceptions from competitive examination that do not accord with the statutory or constitutional provisions, thus overcoming the apparently insuperable difficulties encountered by the Association in its efforts to establish this rule in the case of *Chittenden v. Wurster*.

It is not claimed that the new law is a perfect measure. It leaves a number of important advances still to be made, especially with respect to the fixing of moderate but more substantial safeguards against the unwarranted removal of competent and faithful employees. It is, however, as we have said, far superior to the statutes that it replaced, and its passage is to be counted as one of the distinctly valuable achievements of the present State administration. To Governor Roosevelt personally the highest credit is due. His effort was to secure the best obtainable. To this end all of his influence was lent, and his success in this respect has been the good fortune of the State.

The Civil Service Commission was partly reorganized in January by the appointment of W. Miller Collier of Auburn, as Commissioner, to succeed George P. Lord. Mr. Collier has shown an active and intelligent interest in the Commission's work, and bids fair to make a highly creditable record. With the co-operation of the Governor the Commission has already made important progress in the improvement of the examination system. The revision of the rules and classification it is understood, has been practically completed and will be made public within the time the new law prescribes.

The progress of general legislation during the late session of the Legislature was carefully observed by the Association's agent at Albany. A number of bills, designed to weaken the system, were opposed, and it is gratifying to note that none of these have become laws.

NEW YORK CITY.

To appreciate properly the situation in New York City it is necessary to consider the state of affairs existing a year ago and the progress of events since that time.

It was claimed by the Corporation Counsel on behalf of the City, that the Act of March 31, 1898, subjecting all city rules to the approval of the State Board, and regulating methods of removal, did not apply to New York. It was contended that the charter established an independent system, secure from change by means of any general statute. In pursuance of opinions given by Mr. Whalen to this effect, the rules approved by Mayor Van Wyck on March 5th, were continued in effect, and persons appointed under their provisions were paid their salaries from the City Treasury. During the year 1898 approximately 9,000 persons were appointed to positions in the city service. Of these, not more than 500 had passed examinations of any sort. More than half of the few who had been examined were taken from lists formed as the result of examinations held prior to the consolidation. Scarcely 200 had been selected from lists formed by the new Commission.

The rules permitted appointments without examination in the following ways:

(1) Through the extension of the excepted or "confidential" list practically without limit.

(2) By allowing temporary appointments, in the absence of eligible lists, for indefinite periods.

(3) By destroying the competitive feature of the labor registration system and allowing the appointment of laborers, without regard to the character of the services to be performed or the amount of compensation to be paid.

During the year in question 900 persons were appointed in the excepted class, as against 75 under Mayor Strong, 1,650 were appointed under "temporary" certificates, and 6,500 were appointed as "laborers." The number of competitive appointments, as has been pointed out, was insignificant. It is the common understanding that the great majority of the new clerks and others who are not serving after the lapse of a year or more as temporary men, are on the labor pay rolls. There has been nothing to prevent this. It is plain, moreover, in view of the actual number of competitive appointments, that the great bulk of the new places could have been filled in no other way. The average proportion may be seen from the following statement of appointments during 1898, in some of the larger departments.

	EXCEPTED.	TEMPORARY.	COMPETITIVE.
Executive,	20	25	0
Legislative,	15	13	0
Finance,	127	29	7
Law,	54	8	2
Health,	15	556	13*
Parks,	13	140	8
Docks & Ferries,	5	20	11
Public Imp'ts,	4	4	11
Sewers,	32	29	3
Water Supply,	29	35	3
Bridges,	12	32	0
Highways,	21	55	3
Public Bldgs. L. & S.,	17	117	26
Buildings,	31	28	33
Charities,	35	136	45
Correction,	9	46	6
Municipal Courts,	22	56	0
Magistrates "	25	26	2
Borough Presid'ts,	10	7	1
Com'sion's of Accts.	68	0	1

*Exclusive of Temporary Physicians.

The Departments of Police and Fire are not included in

this list for the the reason that such appointments that have been made in these have been from the old lists.

The records of the appointments of laborers do not give the total figures by departments. These, therefore, are also omitted.

Although the letter of the Mayor's rules was violated possibly in but few cases, the provisions of law to which they were supposed to give effect, were virtually annulled. The result was that as new appointments could be made easily they were made frequently, and that the number of persons carried on the city pay-rolls was increased at a rate that has appreciably affected the tax rate. It followed, too, that the system of appointing at the dictation of "district leaders" and other local political potentates was re-established without difficulty. Although the law provides that there shall be no discrimination for political reasons in filling classified positions, heads of the city government have admitted that such discrimination is the rule. One such officer within the past few days has stated under oath, in the course of an examination in Court, that he has habitually violated the law in this respect. Removals were made for similar reasons and the provisions of the former act, requiring the statement of reasons in such cases were almost invariably ignored.

To secure the correction of these conditions the Association first appealed to the Courts. Several suits were brought to test the questions raised by the Corporation Counsel. These were undertaken by lawyers, members of the Association, who gave their services gratuitously. The question as to the validity of the city rules when placed in effect without the approval of the State Board, was brought forward in a number of cases, the principal of which, that of Fleming v. Dalton, was decided finally by the Court of Appeals in the Association's favor. The credit for this substantial victory is due very largely to Mr. Samuel H. Ordway, who served as counsel. It was held by the Court that the municipal rules must be submitted without delay to the State Board, but that, inasmuch as these rules had a legal effect on the date of their original promulgation, on March 5, 1898, appointments already made in pursuance of their terms should be recognized as valid. Removals made from competitive positions at any time since March 31 were declared irregular and void. Many reinstatements followed this decision, and the Municipi-

pal Commission, after a brief delay, finally sent their rules to Albany.

At a hearing given by the State Board the approval of the rules as they then existed was opposed by the Secretary of the Association, and a number of amendments were submitted as essential to a proper system. These were in the main adopted, and the City Commission, on March 21, was notified that unless the changes proposed were made approval could not be given. Before the local body had taken any further action the act of April 19 passed, and all proceedings under the old were practically discontinued.

The new law continued "all rules, regulations and classifications" consistent with its provisions that had received the approval of the State Board, but expressly repealed all that had not. It required among other things that not more than two-thirds of the Municipal Commissioners in each city should be members of the same political party, and that the Commissioners when appointed should promulgate new rules, with the approval of the State Board, within sixty days. Where no rules were left in force, as was the case in New York City alone, it practically prohibited all appointments until the new code might be placed in force. Mayor Van Wyck has appointed a new Commission, retaining Commissioners Knox and Dykman, democrats, and selecting Mr. Alexander T. Mason, republican, as the minority representative. The preparation of new rules is understood to be actively under way. Pending their promulgation the Commission will not audit the pay-roll of any person appointed to any office or position under the City government, except where the selection has been from the head of an existing eligible list.

The provisions of the law to which the rules must conform, that are changes from the charter rules, may be summarized as follows:

1. The excepted class will be materially reduced. Only one appointment will be permitted under each title so classified, and the reasons for each exception must be stated in writing in the annual reports of the commission.
2. The labor registration system, set aside by the present administration, is re-established. All applicants for positions in this class must be examined as to their capacity for labor and skill in the use of their tools, and appointments must be made from the registered lists in the order of original application. The employment of any person under the title of "laborer" to perform clerical or other work is made a misdemeanor.

8. Appointments in the competitive class are to be made in the order of standing, with proper provision for a probationary term, as in the State service.

4. Selections are to be made from the "most appropriate" list, instead of permitting a new examination, under any title the department officer may designate, for each appointment; new lists will be formed only when it appears that the existing lists contain the names of none who are properly qualified.

5. Temporary appointments in the absence of proper lists may be made only after non-competitive examination, and then for a period not to exceed thirty days. Successive temporary appointments to the same position are forbidden.

6. The commission must advertise all examinations publicly, and is not permitted to dispense with advertisement in certain cases as at present.

7. Promotions are to be on the same competitive, merit basis as in the State service, and, "for the purposes of the act," all increases of salary are to be considered as promotions.

8. No person may be transferred to a classified position unless he shall previously passed an examination equivalent to that required for such position, or unless he shall have served with fidelity for at least three years in a similar position.

9. The Municipal Commission is required to keep a permanent roster of all persons in the classified service, giving the title and character of the office held, the date of commencement of service, the amount of salary, and other pertinent data.

10. Every city pay roll, before acceptance by the Comptroller, must bear the certificate of the commission to the effect that the persons named therein are enrolled on the roster as established, and that they have been appointed, employed, or promoted in full conformity with the law and rules.

The status of many of the persons appointed under the former rules may remain in doubt for a short time longer. A saving clause of the act provides, however, that no "liability, penalty or punishment incurred prior" to its passage shall be affected. Records were kept by the Association of all appointments, removals and other changes made during the year 1898, with the view of applying such judicial decisions as might be secured in the case of each. While many of these changes were practically confirmed as valid by the Courts, others, particularly those of the "temporary" class, were not. Similar records are being kept of current changes, and wherever action seems necessary in the future, to compel strict compliance with the law, such action will be taken.

The Association has been successful in a number of minor suits, one of which, that of *Boyd v. the Commissioners of Accounts*, involved a number of points of very considerable im-

portance. The Committee acknowledges gratefully the assistance received in these matters from Mr. Ordway, Mr. Austen G. Fox, Mr. Henry De Forest Baldwin, Mr. Everett Abbot, Mr. George F. Canfield, Mr. E. P. Wheeler, Mr. F. W. Whitridge and Mr. Edwin T. Rice, Jr.

Steps have also been taken to test the validity of the promotions made in the Police Department, without examination, during the process of reorganization following the municipal consolidation.

IN GENERAL.

It may be reported, in general, that the Association has continued in correspondence, during the year, with the promoters of local movements for civil service reform in various cities and states, and that in many quarters substantial progress has been reported. Various meetings and hearings have been organized, and relations have been maintained, where desirable, with Executive officers and others in public positions. The offices at 54 William Street have been continued, with the addition of an adjoining room, required for general purposes, and the clerical force has remained unchanged. Information concerning the Association's work and the general nature and purposes of civil service reform, has been prepared and circulated, from time to time, in pamphlet form, and through the newspapers. The Women's Auxiliary of the Association has continued to give efficient and helpful support in these various matters. The publication of the official journal of the League, "Good Government," has been resumed, and this, in the future, will be mailed to each member under an appropriation made by the Executive Committee for that purpose.

Since May 1, 1898, the Committee has passed favorably upon one hundred and twenty applications for membership.

There is every evidence of a growth of public interest in the work that is being done, and of a more general appreciation of its importance.

Respectfully submitted,

JACOB F. MILLER,
Chairman.
GEORGE McANENY,
Secretary.

New York, March 10, 1899.

TREASURER'S ANNUAL REPORT.

Balance as per report of April 30, 1898..... \$870.32

RECEIPTS:

Annual Dues.....	\$2,245.00	
Sustaining Membership Dues..	1,125.00	
Life Membership Dues.....	200.00	
Subscriptions: General	1,923.50	
" Women's Auxiliary	1,000.00	
Returned Costs, Expenses of Litigation....	115.55	\$6,609.05

\$7,479.37

EXPENDITURES:

Proportion of Salary of Secretary.....	\$3,300.00	
Clerk hire.....	1,213.50	
Albany Representative	155.00	
Services of Accountant in connection with examination of city records.....	266.66	
Rent of Office.....	450.00	
Printing.....	380.26	
Postage Stamps and Stamped Envelopes....	287.00	
Subscriptions to <i>Good Government</i>	205.84	
Subscription to the National Civil Service Reform League	250.00	
Travelling Expenses.....	167.55	
Expenses of Litigation	235.93	
Telephone Service.....	111.50	
Office Supplies, Stationery, Furniture and Miscellaneous Expenses.....	291.64	7,314.88

Balance on hand May 1, 1899..... \$164.49

E. & O. E.

A. S. FRISSELL,
Treasurer.

ORGANIZATION
OF
THE CIVIL SERVICE REFORM ASSOCIATION
(OF NEW YORK.)

CONSTITUTION.

I.

The name of this organization shall be The Civil-Service Reform Association.

II.

The object of the Association shall be to establish a system of appointment, promotion, and removal in the Civil Service, founded upon the principle that public office is a public trust, admission to which should depend upon proven fitness. To this end the Association will demand that appointments to subordinate executive offices, with such exceptions as may be expedient, not inconsistent with the principle already mentioned, shall be made from persons whose fitness has been ascertained by competitive examinations open to all applicants properly qualified, and that removals shall be made for legitimate cause only, such as dishonesty, negligence, or inefficiency, but not for political opinion or refusal to render party service; and the Association will advocate all other appropriate measures for securing integrity, intelligence, efficiency, good order, and due discipline in the Civil Service.

III.

The Association will hold meetings, raise funds, publish and circulate appropriate information, correspond and co-operate with associations organized elsewhere for the objects set forth in this Constitution, and support all executive and legislative action which promote its purposes.

IV.

The conditions of membership shall be wholly independent of party preference. Questions shall not be discussed in

the debates or in the publications of the Association upon party grounds. Neither the name nor influence of the Association shall be used on behalf of any party, or for procuring office or promotion for any person. But nothing in this article shall be construed to prevent the Association from opposing any candidate when in its opinion, or in that of three-fourths of the members of the Executive Committee, such course is demanded by the objects of the Association.

V.

There shall be a President, to be elected by the Association at the annual meeting, who shall perform the usual and prescribed duties of that office. He shall be, ex-officio, a member of all committees, with a casting vote only, and he may call special meetings of the Executive Committee whenever he thinks it necessary, and, with the assent of two members of the Executive Committee, special meetings of the Association.

There shall be ten Vice-Presidents, to be annually elected by the Association.

There shall be a Treasurer and Secretary, who shall perform the usual and prescribed duties of such officers. They shall be respectively appointed by the Executive Committee, and may be removed by them. The Treasurer shall be, ex-officio, a member of the Finance Committee of the Association.

There shall be an Executive Committee of twenty-five members, to be elected annually by the Association. Subject to these articles, the Executive Committee shall manage the affairs of the Association, direct and dispose of its funds, and from time to time make and modify by-laws for the Association and for its own action. The Executive Committee shall keep a record of its proceedings, and shall make a report to the Association at the annual meeting. No appropriation of money by the Executive Committee beyond the amount in the hands of the Treasurer at the time shall bind any member of the Association, excepting those members of the Executive Committee who shall vote for it. Vacancies in the Executive Committee may be filled by the President for the remainder of the term. Other vacancies may be filled by the Executive Committee.

All the officers of the Association and members of the several Standing Committees shall be, ex-officio, members of the Executive Committee.

VI.

Each officer of the Association shall continue to hold office until his successor has been selected and is ready to enter upon the duties of the office.

VII.

There shall be an annual meeting of the Association on the second Wednesday of May, at which officers shall be elected for the ensuing year, and other appropriate business may be transacted; except in the year 1898, when the annual meeting shall be held on the second Wednesday of January.

VIII.

Any person may be proposed in writing for membership by any member of the Association, and shall be admitted upon approval of the Executive Committee. Members failing to pay their dues may be dropped from the roll by the Executive Committee.

IX.

The annual dues of each member shall be \$5, payable on the 1st of May, and each member shall receive the annual report and all other publications of the Association. Sustaining members, on payment of twenty-five dollars annually, and Life members, exempt from annual dues on payment of one hundred dollars, may be elected by the Executive Committee at any regular meeting thereof.

X.

All provisions of this Constitution, except those relating to the rights of members, and the term of officers, may be suspended or amended by a vote of two-thirds of the Executive Committee, subject to the approval of the Association by a two-thirds vote of the members present either at the annual meeting or at a special meeting duly called. Due notice shall be given before any such annual or special meeting that the approval of the Association will, thereat, be asked for such action of the Executive Committee, and the notice shall

clearly state the effect of such suspension or amendment in the text of the Constitution. Any member of the Association may propose amendments to the Constitution, which may be approved under the same conditions.

BY-LAWS.

FOR THE GOVERNMENT OF THE ASSOCIATION AND ITS COMMITTEES.

§ 1. The Annual meeting of the Association shall be held at such hour and place as the Executive Committee shall designate. The election of officers shall be by ballot, but any member not present may declare his vote by letter to the Secretary and it shall be counted.

§ 2. The meetings of each committee, unless otherwise especially provided for, shall be at half-past eight P. M., at which time the chairman shall direct the call of the names of its members and the Secretary shall record the names of those present and others as they appear.

§ 3. The order of business, before each committee shall be:

1. The reading and correction of the records of the last meeting.
- And, thereafter, unless otherwise ordered, as follows:
2. Any statement due from the Treasurer.
3. Unfinished business from the last meeting.
4. Report from the Secretary's office.
5. Reports of standing committees.
6. Reports of special committees.
7. Proposals of new members and their election.
8. Miscellaneous business.

§ 4. Regular meetings of the Executive Committee shall be held on the second Wednesday of every month except July and August, but if that day be a holiday, then on the third Wednesday. Ten members of the Executive Committee shall constitute a quorum.

§ 5. Neither in the meetings of the Association nor of any committee shall any member speak more than once on any motion nor more than ten minutes at one time, without unanimous consent, nor shall any person, or his actions, be characterized on party grounds.

§ 6. Special meetings of any committee may be called by its chairman or by any three members, and due notice thereof shall be given by the Secretary.

§ 7. All notices to a member shall be sent to his address filed with the Secretary.

§ 8. On the demand of one-fifth of the members present, at any meeting of the Association or of a committee, the ayes and nays shall be called and recorded on any motion.

§ 9. All committees shall be appointed by the chair unless their selection shall be otherwise provided for.

§ 10. At each regular meeting of the Executive Committee, it shall be the duty of the Treasurer to make a statement of the amount of money in the treasury and of the place of its deposit, and at the annual meeting, he shall state the source of all moneys received and the use made of the same during the past year.

§ 11. The Secretary shall keep a record of the proceedings of the Association and of the Executive Committee, and perform the other duties assigned him.

§ 12. Without the consent of three-fourths of the members present, no vote which will declare or fill a vacancy or elect a member of the Association shall be deemed carried, at the same meeting in which it was first moved.

§ 13. It shall require a vote of two-thirds of the members of the Executive Committee present to pass any vote under which more than \$100 will be appropriated or the Association be pledged for more than that amount, and the Executive Committee alone shall have authority to create any charge upon the funds of the Association. But neither said committee nor any officer or officers of the Association shall be authorized to create a personal liability against any members but themselves.

§ 14. There shall be the following Standing Committees to be hereafter annually selected by the Executive Committee:

(1) A Committee on Municipal Affairs, to consist of nine members, who, under the supervision of the Executive Committee, shall have charge of such part of the work of the Association as relates to the practical administration of the

civil service statutes and rules under the government of the City of New York.

(2) A Finance Committee of seven members, whose duty it shall be to devise and carry into effect, as the Executive Committee may order, suitable measures for raising funds, and to supervise and report upon the income and expenditures of the Association.

(3) A Law Committee of five members, whose duty it shall be to consider and recommend suitable legislation in aid of the purposes of the Association, and to promote such as may be approved; and whose duty it shall also be to represent the Association, under the direction of the Executive Committee, in any legal proceedings that may be necessary in order to maintain or to enforce the constitutional and statutory provisions affecting the state and the municipal civil service.

(4) A Publication Committee of five members, whose duty it shall be to prepare, select and recommend matters suitable for publication by the Association, and to take practical charge of the printing and distribution of whatever may be ordered printed.

(5) A Committee on Correspondence, of five members, whose duty it shall be to promote the organization of Civil Service Reform Associations, and to direct the correspondence with them; and whose duty it shall also be to conduct such correspondence with other organizations as in their judgment the advancement of the objects of the Association may require.

(6) A Committee on Examinations, of five members, whose duty it shall be to consider and recommend suitable methods of examination for admission to the public service, and to consider the practical conduct of such examinations.

(7) An Auditing Committee of two members, whose duty it shall be to examine all vouchers and audit all accounts.

(8) A Committee on Membership to consist of five members, the duties of which shall be to use all proper efforts to increase the membership of the Association.

Each Standing Committee shall be competent to fix the number of its own quorum.

§ 15. These By-Laws may be amended, or new By-Laws added, by a four-fifths vote at any meeting of the Executive Committee; or by a two-thirds vote, provided a statement of the proposed change had been entered on the minutes at the last meeting.

§ 16. Amendments proposed under the last clause of the tenth section of the constitution shall be first submitted to the Executive Committee.

OFFICERS—1898'-99.

PRESIDENT:

CARL SCHURZ.

VICE-PRESIDENTS:

WILLIAM G. LOW.

JOSEPH H. CHOATE.

THEODORE ROOSEVELT.

JAMES C. CARTER.

D. WILLIS JAMES.

LEVI P. MORTON.

ALEXANDER E. ORR.

ELIHU ROOT.

EDWARD M. SHEPARD.

OSWALD OTTENDORFER.

SECRETARY:

GEORGE McANENY.

TREASURER:

A. S. FRISSELL.

EXECUTIVE COMMITTEE:

JACOB F. MILLER, *Chairman.*

SAMUEL P. AVERY.

TRUMAN J. BACKUS.

HENRY De FOREST BALDWIN

EDWARD CARY.

CHARLES COLLINS.

W. BAYARD CUTTING.

HORACE E. DEMING.

DORMAN B. EATON.

RICHARD WATSON GILDER.

EDWIN L. GODKIN.

J. WARREN GREENE.

JAMES McKEEN.

SAMUEL H. ORDWAY.

WILLIAM A. PERRINE.

GEORGE FOSTER PEABODY.

WILLIAM JAY SCHIEFFELIN.

CHARLES A. SCHIEREN.

THOMAS R. SLICER.

HENRY SANGER SNOW.

ANSON PHELPS STOKES.

S. PERRY STURGES.

WILLIAM H. THOMSON.

CHARLES W. WATSON.

EVERETT P. WHEELER.

STANDING COMMITTEES.

MUNICIPAL AFFAIRS:

HORACE E. DEMING, <i>Chairman.</i>	GEORGE J. GREENFIELD.
C C. BURLINGHAM.	JOSEPH K. MURRAY.
ALFORD WARRINER COOLEY.	SAMUEL H. ORDWAY.
J. WARREN GREENE.	CHARLES W. WATSON.
ALFRED T. WHITE.	

LAW:

EDWARD M. SHEPARD, <i>Chairman.</i>	SAMUEL H. ORDWAY.
DORMAN B. EATON.	EVERETT P. WHEELER.
J. WARREN GREENE.	

FINANCE:

WILLIAM JAY SCHIEFFELIN, <i>Chairman.</i>	JAMES LOEB.
DUNCAN D. CHAPLIN.	EDWARD D. PAGE.
J. G. PHELPS STOKES.	

PUBLICATION:

ROBERT UNDERWOOD JOHNSON, <i>Ch'n.</i>	GEORGE R. BISHOP.
NICHOLAS MURRAY BUTLER.	EDWARD CARY.
E. WALPOLE WARREN.	

CORRESPONDENCE:

WILLIAM POTTS, <i>Chairman.</i>	WILLIAM A. PERRINE.
J. AUGUSTUS JOHNSON.	JAMES B. REYNOLDS.
CORNELIUS B. SMITH.	

EXAMINATIONS:

SETH SPRAGUE TERRY, <i>Chairman.</i>	CHARLES COLLINS.
TRUMAN J. BACKUS.	J. H. C. NEVIUS,
NELSON S. SPENCER.	

AUDITING:

HORACE WHITE, <i>Chairman.</i>	ETHAN ALLEN DOTY.
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MEMBERSHIP:

EVERETT V. ABBOT, <i>Chairman.</i>	HERBERT SCHURZ.
JACOB W. MACK.	CHAS. E. WOODBRIDGE.
RICHARD A. ZEREGA.	

MEMBERSHIP ROLL.

(MAY 1, 1899.)

SUSTAINING MEMBERS.

AVERY, SAMUEL P.,	4 E. 38th Street, New York City
BOWKER, E. R.,	59 Duane Street, New York City
BREWSTER, WILLIAM,	Broadway and 47th Street, " " "
BROWN, WILLARD,	Gallatin Bank Building, " " "
CARTER, JAMES C.,	54 Wall Street, New York City
CARY, EDWARD,	The "Times," " " "
CHAPLIN, DUNCAN D.,	64 Worth Street, " " "
CLYDE, WILLIAM P.,	5 Bowling Green, " " "
COLLINS, CHARLES,	5 E. 18th Street, " " "
CRANE, RICHARD T.,	2541 Michigan Avenue, Chicago, Ill.
CRANFORD, JOHN P.,	Wakefield, New York City
CUTTING, & FULTON,	32 Nassau Street, " " "
DE COPPET, E. J.,	30 Broad Street, New York City
DEERING, JAMES,	Fullerton and Clybourne Avenues, Chicago, Ill.
DIMOCK, HENRY F.,	Pier 11, N. E., New York City
EATON, DORMAN B.,	2 E. 29th Street, New York City
FRISSELL, A. S.,	530 Fifth Avenue, New York City
FULLER, PAUL	100 Broadway, " " "
GILDER, RICHARD WATSON,	33 E. 17th Street, New York City
GODKIN, E. L.,	The "Evening Post," " " "
GOODWIN, J. J.,	11 W. 54th Street, " " "
GRACE, WILLIAM R.,	3 Hanover Square, " " "
HEMENWAY, AUGUSTUS,	10 Tremont Street, Boston, Mass.
JACOBI, A.,	110 W. 34th Street, New York City
JOHNSON, ROBERT UNDERWOOD,	33 E. 17th Street, " " "
KUNHARDT, WILLIAM B.,	1 Broadway, New York City
LOEB, SOLOMON,	P. O. Box 1193, New York City
MACK, JACOB W.,	92 Liberty Street, New York City
MACY, V. EVERITT,	18 W. 53rd Street, " " "
MATTLAND, ALEXANDER,	14 E. 55th Street, " " "
MASON, FRANCIS O.,	Geneva, N. Y.

MAXWELL, ROBERT, ... 62 Worth Street, New York City
MINTURN, ROBERT SHAW, ... Bowling Green Bldg., " " "
MORTON, LEVI P., ... 32 Nassau Street, " " "

ORDWAY, SAMUEL H., ... 31 Nassau Street, " " "
OTTENDORFER, OSWALD, ... 3 Tryon Row, " " "

PAGE, EDWARD D., ... 66 Leonard Street, New York City
PINCHOT, JAMES W., ... 3 Gramercy Park, " " "
POWERS, NATHANIEL B., ... Lansingburg, N. Y.

RANDOLPH, STUART F., ... 31 Nassau Street, New York City

SCHERMERHORN, W. C., ... 49 W. 23rd Street, New York City
SCHIEFFELIN, WILLIAM JAY, ... 35 W. 57th Street, " " "
SCHIFF, JACOB H., ... P. O. BOX 1193 " " "
SCHWAB, GUSTAV H., ... 2 Bowling Green, " " "
SCRYMSER, JAMES A., ... 107 E. 21st Street, " " "
SMITH, CORNELIUS B., ... 101 E. 69th Street, " " "
SPENCER, NELSON S., ... 31 Nassau Street, " " "
SPEYER, JAMES, ... 257 Madison Avenue, " " "
STETSON, FRANCIS LYNDE, ... 15 Broad Street, " " "
STOKES, ANSON PHELPS, ... 47 Cedar Street, " " "
STRAUS, OSCAR S., ... American Legation, Constantinople

WARE, WILLIAM R., ... 41 E. 49th Street, New York City
WATSON, CHARLES J. W., ... 40 W. 59th Street, " " "
WHITE, ALFRED T., ... 130 Water Street, " " "
WUNDERLICH, F. W., ... 165 Remsen Street, Brooklyn

Abbot, Everett V., ... 55 William Street, New York City
Abbott, Lyman, ... 237 Fourth Avenue, " " "
Achelis, John, ... 68 Leonard Street, " " "
Adams, Charles Frederick, ... 100 Broadway, " " "
Adams, Joseph, ... Union Stock Yards, Chicago, Ill.
Adams, Thatcher M., ... 36 Wall Street, New York City
Adler, Felix, ... 1524 Park Avenue, " " "
Affeld, Francis O., ... 873 President Street, Brooklyn
Agar, John G., ... 31 Nassau Street, New York City
Agnew, Andrew Gifford, ... 7 Nassau Street, " " "
Aiken, William A., ... 65 Washington Street, Norwich, Conn.
Aitken, John W., ... 873 Broadway, New York City
Allen, Elmer A., ... 80 Broadway, " " "
Allen, Franklin, ... 371 Fulton Street, Brooklyn
Alsop, Reese F., ... 79 Remsen Street, " "
Anderson, Frank E., ... 715 Broadway, New York City

Babbitt, Henry A., ... Pomfret Centre, Conn.
Backus, Truman J., ... Packer Institute, Brooklyn

Bacon, Gorham, ...	63 W. 54th Street, New York City
Bagley, Valentine N., ...	641 Washington Street, New York City
Baker, Charles R., ...	244 Washington Street, Brooklyn
Baldwin, Henry de Forest, ...	30 Broad Street, New York City
Ball, Thomas P., ...	312 St. James Place, Brooklyn
Bangs, L. Bolton, ...	31 E. 44th Street, New York City
Bannard, Otto T., ...	30 Broad Street, " " "
Bard, Albert Sprague, ...	30 Broad Street, " " "
Barker, Benjamin, ...	120 Broadway, " " "
Barney, A. H., (Life)	101 E. 38th Street, " " "
Barney, Danford N., ...	Farmington, Conn.
Barrett, Frank R., ...	Box 616, Portland, Me.
Batterman, Henry, ...	380 Clinton Avenue, Brooklyn
Baylies, Edmund L., ...	54 Wall Street, New York City
Beaman, Charles C., ...	52 Wall Street, " " "
Beebe, William H. H., ...	Columbia University, " " "
Beekman, Gerard, ...	47 Cedar Street, " " "
Biggs, Charles, ...	13 Astor Place, " " "
Bishop, George R., ...	142 E. 18th Street, " " "
Bishop, Heber R., ...	15 Broad Street, " " "
Bishop, Joseph B., ...	"The Evening Post" " " "
Bispham, William, ...	66 Broadway, " " "
Blagden, George, ...	51 Wall Street, " " "
Bode, Frederick H., ...	care Gage Bros., Chicago, Ill.
Borden, M. C. D., ...	Box 2894, New York City
Bowen, C. Winthrop, ...	3 E. 10th Street, " " "
Brewster, Charles O., ...	32 Liberty Street, " " "
Briesen, Arthur von, (Life)	220 Broadway, " " "
Brigham, William T., ...	Carnegie Apartments, " " "
Briscoe, S. William, ...	426 Central Park, W., " " "
Brookfield, William, ...	218 Broadway, " " "
Brown, Henry T., ...	192 Lincoln Place, Brooklyn
Brownell, T. Frank, ...	131 E. 15th Street, New York City
Brownell, William C., ...	153 Fifth Avenue, " " "
Bruce, James M., ...	Yonkers, N. Y.
Brush, W. Franklin, ...	16 E. 37th Street, New York City
Buckingham, C. L., ...	195 Broadway, " " "
Bunnell, James S., ...	285 New Montgomery Street, San Francisco, Cal.
Burlingham, Charles C., ...	45 William Street, New York City
Burt, Silas W., ...	30 Broad Street, " " "
Bush, J. Adriaance, ...	100 Broadway, " " "
Butler, Nicholas Murray, ...	119 E. 30th Street, " " "
Byrne, James, ...	30 Broad Street, " " "
Cadwalader, John L., ...	36 Wall Street, New York City
Canfield, George F., ...	48 Wall Street, " " "
Carnegie, Andrew, (Life)	5 West 51st Street, " " "
Carter, Frederick B., ...	61 Church Street, Montclair, N. J.

Carter, George F., ...	Fanwood, N. J.
Cary, Clarence, ...	59 Wall Street, New York City
Cassatt, George M., ...	327 Broadway, " " "
Cauldwell, John B., ...	Southampton, N. Y.
Chadwick, John White, ...	626 Carlton Avenue, Brooklyn
Chamberlain, D. H., ...	40 Wall Street, New York City
Chamberlain, L. T., ...	222 W. 23 Street, " " "
Chambers, William, ...	59 Liberty Street, " " "
Chandler, Frank R., ...	110 Dearborn Street, Chicago, Ill.
Chanute, Octave, ...	413 East Huron Street, " "
Chase, George, ...	35 Nassau Street, New York City
Chauncey, Daniel, ...	129 Joralemon Street, Brooklyn
Cheney, F. W., ...	South Manchester, Conn.
Cheney, George L., ...	131 E. 57th Street, New York City
Choate, Joseph H., ...	American Embassy, London
Choate, William G., ...	40 Wall Street, New York City
Claffin, John, ...	224 Church Street, " " "
Claghorn, Charles, ...	Bedford Avenue, cor. Fulton Street, Brooklyn
Clarke, Samuel B., ...	100 Broadway, New York City
Cleveland, Treadwell, ...	53 Wall Street, " " "
Cochran, Alexander, ...	127 Seventh Avenue, Brooklyn
Collins, Stephen W., ...	69 Wall Street, New York City
Collyer, Robert, ...	1672 Broadway, " " "
Conger, Clarence R., ...	45 William Street, " " "
Conger, Henry C., ...	140 W. 82d Street, " " "
Cook, George J., ...	32 Howard Street, " " "
Cook, Charles D., ...	162 Remsen Street, Brooklyn
Cooley, Alford Warriner, ...	Westchester, New York City
Cope, F. Hazen, ...	Germantown, Pa.
Cope, Francis R., ...	1 Walnut Street, Philadelphia
Cowen, Esek K., ...	45 William Street, New York City
Cowing, John H., ...	186 Main Street, Buffalo
Cowperthwait, J. Howard, ...	195 Park Row, New York City
Crane, Frederick, ...	Bloomfield, N. J.
Cranford, Walter V., ...	215 Montague Street, Brooklyn
Cravath, Paul D., ...	120 Broadway, New York City
Creevey, John J., ...	41 Wall Street, " " "
Cromwell, Frederic, ...	32 Nassau Street, " " "
Cromwell, James W., ...	1 Greene Street, " " "
Cromwell, Lincoln, ...	1 Greene Street, " " "
Cross, R. T., ...	32 Nassau Street, " " "
Curtis, William E., ...	52 William Street, " " "
Cushing, William E., ...	Society for Savings Bldg., Cleveland, O.
Cutler, Arthur H., ...	20 E. 50th Street, New York City
Cutting, W. Bayard, ...	24 E. 72nd Street, " " "
Daboll, Henry E., ...	30 Broad Street, New York City
Dahlgren, John Vinton, ...	20 W. 56th Street, " " "

Daly, Charles P., ...	84 Clinton Place, New York City
Damrosch, Frank, ...	. Carnegie Hall, " " "
Dana, Charles L., ...	50 W. 46th Street, " " "
Davidson, Charles A., ...	71 Wall Street, " " "
Davies, Julien T., ...	82 Nassau Street, " " "
Davies, William Gilbert, ...	82 Nassau Street, " " "
Davis, Benjamin P., ...	107 Wall Street, " " "
Day, Clarence S., ...	88 Wall Street, " " "
DeForest, R. W., ...	30 Broad Street, " " "
De Forest, Robert W., ...	62 William Street, " " "
Delano, Warren, Jr., ...	1 Broadway, " " "
Delavan, D. Bryson, ...	1 E. 33d Street, " " "
Deming, Horace E., ...	13 William Street, " " "
Demuth, William, ...	524 Fifth Avenue, " " "
Dettmer, Jacob G., ...	27 Prospect Park W., Brooklyn
Devine, Edward T., ...	170 W. 81st Street, New York City
Dickinson, Robert L., ...	168 Clinton Street, Brooklyn
Dodge, William E., ...	11 Cliff Street, New York City
Doty, Ethan Allen, ...	726 St. Marks Place, Brooklyn
Dougherty, J. Hampden, ...	7 Nassau Street, New York City
Dow, Frederick G., ...	61 W. 17th Street, " " "
Dows, Tracy, ...	Room 102, Produce Exchange, " " "
Du Bois, John C., ...	318 Allen Street, Hudson, N. Y.
Dunham, Edward K., ...	338 E. 26th Street, New York City
Dunham, James H., ...	340 Broadway, " " "
Dunham, Lawrence, ...	72 Bible House, " " "
Dunning, S. Wright, ...	80 Madison Avenue, " " "
Elderkin, John, ...	150 W. 83d Street, New York City
Eliot, Charles W., ...	. Cambridge, Mass.
Elkins, Stephen B., ...	1626 K Street, Washington, D. C.
Ely, Alfred, ...	31 Nassau Street, New York City
Ely, Arthur H., ...	56 Wall Street, " " "
Emmons, Arthur B., ...	60 Park Avenue, " " "
Emmons, J. Frank, ...	56 Broadwa y, " " "
Emmons, Samuel F., ...	U. S. Geological Survey, Washington, D. C.
Ewart, Richard H., ...	115 Franklin Street, New York City
Fairchild, Benjamin T., ...	70 W. 52d Street, New York City
Fairchild, Charles S., ...	46 Wall Street, " " "
Faure, John P., ...	70 Franklin Street, " " "
Fisher, George H., ...	308 Walnut Street, Philadelphia, Pa.
Fisher, George H., ...	310 Throop Avenue, Brooklyn
Floyd, John G., ...	117 E. 25th Street, New York City
Foster, Abbott, ...	240 W. 73rd Street, " " "
Fox, Austen G. (Life), ...	45 W. 33d Street, " " "
Francis, David G., ...	7 W. 43d Street, " " "
Frankenheimer, John, ...	22 Broad Street, " " "
Frissell, H. B., ...	Hampton, Va.

Frothingham, Benjamin T.,	188 Columbia Heights, Brooklyn
Fuller, Frank,	61 Fifth Avenue, New York City
Fullerton, Alexander, (Life),	5 University Place, " "
Galbreath, Thomas,	Memphis, Tenn.
Garrison, Wendell P.,	206 Broadway, New York City
Gibbs, Theodore K.,	146 Broadway, " "
Gibbs, Wolcott,	Newport, R. I.
Gibson, William J.,	32 Nassau Street, New York City
Goadby, Clarence,	21 W. 36th Street, " "
Goddard, George A.,	10 Tremont Street, Boston, Mass.
Goldman, Julius,	11 Pine Street, New York City
Goldmark, James,	121 Worth Street, " "
Goodale, John McGregor,	18 Wall Street, " "
Goodnow, Frank J.,	25 W. 94th Street, " "
Gould, Elgin R. L.,	231 Fourth Avenue, " "
Graef, Edward L.,	58 Court Street, Brooklyn
Grant, De Forest,	22 E. 49th Street, New York City
Green, George Walton,	111 Pine Street, " "
Green, Noah,	10 E. 130th Street, " "
Greene, Edward R.,	15 Broad Street, " "
Greene, Jacob L.,	Hartford, Conn.
Greene, J. Warren,	3 Broad Street, New York City
Greenfield, George J.,	32 Broadway, " "
Griswold, J. N. A.,	71 South Street, " "
Guthrie, William D.,	40 Wall Street, " "
Gwynne, Arthur C.,	Rye, N. Y.
Gwynne, John A.,	" "
Hall, Elial F.,	Camden, Wilcox Co., Ala.
Hall, Valentine G.,	1 Nassau Street, New York City
Hamilton, E. Luther,	146 Broadway, " "
Hand, Augustus N.,	30 Broad Street, " "
Harbeck, Charles T.,	306 Lexington Avenue, " "
Hardon, Henry Winthrop,	313 W. 71st Street, " "
Harriot, S. Carman,	454 W. 23d Street, " "
Hart, John G.,	975 Second Avenue, Brooklyn
Hartshorne, B. M.,	44 Exchange Place, New York City
Heath, Frank E.,	94 Liberty Street, " "
Healy, A. Augustus,	198 Columbia Heights, Brooklyn
Henderson, Harold G.,	123 E. 34th Street, New York City
Henriques, Charles A.,	48 Exchange Place, " "
Hentz, Henry,	769 St. Marks Avenue, Brooklyn
Hentz, Leonard S.,	769 St. Marks Avenue, " "
Hepburn, H. J.,	309 W. 23d Street, New York City
Heydecker, Edward L.,	111 Broadway, " "
Hicks, Benjamin D.,	Old Westbury, N. Y.
Higginson, James J.,	7 Nassau Street, New York City
Hill, J. E. R.,	115 High Street, Boston, Mass.
Hinrichs, Frederick W.,	115 Broadway, New York City

Hitchcock, Welcome G., (Life)	453 Broome Street, New York City
Hobart, Henry L.,	120 Front Street, " " "
Hoe, Richard M.,	Room 102, Produce Exchange, " " "
Holls, Frederick W.,	120 Broadway, " " "
Holt, George C.,	34 Pine Street, " " "
Holt, Henry,	29 W. 23d Street, " " "
Hooper, Franklin W.,	71 St. James Place, Brooklyn
Hoppin, William W.,	111 Broadway, New York City
Hornblower, William B.,	30 Broad Street, " " "
Howland, Charles P.,	85 Wall Street, " " "
Hubbard, Thomas H.,	16 W. 58th Street, " " "
Hubbell, Charles Bulkeley,	2 Wall Street, " " "
Hull, Charles A.,	72 Wall Street, " " "
Huntington, William R.,	804 Broadway, " " "
Iles, George,	Park Avenue Hotel, New York City
Ireland, F. G.,	142 E. 40th Street, " " "
Isaacs, Myer S.,	27 Pine Street, " " "
Jackson, Frederick W.,	Westchester, N. Y.
James, D. Willis,	11 Cliff Street, New York City
Jardine, John,	1222 Broadway, " " "
Jay, William,	48 Wall Street, " " "
Jefferson, Joseph,	Buzzards Bay, Mass.
Jennings, Frederick B.,	15 Broad Street, New York City
Jesup, Morris K.,	44 Pine Street, " " "
Johnson, Eastman,	66 W. 55th Street, " " "
Johnson, J. Augustus,	58 William Street, " " "
Johnson, James G.,	655 Broadway, " " "
Jones, Edward H.,	Naval Office, Custom House, " " "
Justi, Herman,	Nashville, Tenn.
Kelly, Edmond,	107 E. 60th Street, New York City
Kenneson, Thaddeus D.,	13 William Street, " " "
Kenyon, Alan D.,	150 Nassau Street, " " "
Kenyon, William Houston,	150 Nassau Street, " " "
Keppler, Rudolph,	39 Broad Street, " " "
Kernan, John D.,	37 Liberty Street, " " "
Kidder, Camillus G.,	82 Nassau Street, " " "
Kimball, A. R.,	Orange, N. J.
Kinnicutt, Francis P.,	42 W. 37th Street, New York City
Kissell, Gustav E., (Life),	54 Wall Street, " " "
Klupfel, Charles,	8 Bowling Green, " " "
Knauth, Antonio,	233 West 70th Street, " " "
Knauth, Percival,	13 William Street, " " "
Kunhardt, Henry R.,	124 W. 74th Street, " " "
Lambert, Henry,	West Newton, Mass.
Lambert, William B.,	Highland Avenue, Cambridge Mass.
Lansing J. Townsend,	82 State Street, Albany

Larocque, Joseph, ...	P. O. Box 2911, New York City
Larremore, Wilbur, ...	32 Nassau Street, " " "
Lawrence, Cyrus J., ...	31 Broad Street, New York City
Lawrence, Richard H., ...	31 Broad Street, " " "
Lea, Henry Charles, ...	2000 Walnut Street, Philadelphia
Learned, James E., ...	56 E. 54th Street, New York City
Leavens, George St. J., ...	72 Bible House, " " "
Leavitt, J. Brooks, ...	111 Broadway " " "
Ledoux, Albert R., ...	9 Cliff Street, " " "
Lee, W. H. L., ...	20 Nassau Street, " " "
Lent, Edward B., ...	200 Joralemon Street, Brooklyn
Lewis, August, ...	151 Greene Street, New York City
Lewis, Richard V., ...	120 W. 42d Street, " " "
Lockwood, Benoni, ...	56 Irving Place, " " "
Loeb, James, ...	27 Pine Street, " " "
Logan, Walter S., ...	617 Fifth Avenue, " " "
Loines, Stephen, ...	26 Garden Place, Brooklyn
Lord, Franklin B., ...	120 Broadway, New York City
Lovell, Joseph J., ...	49 Manhattan Avenue, Brooklyn
Low, C. Adolph, ...	41 Liberty Street, New York City
Low, Seth, ...	30 E. 64th Street, " " "
Low, William G., ...	58 Remsen Street, Brooklyn
Low, William, G. Jr., ...	58 Remsen Street, " "
Lowell, Thomas W., ...	28 S. Portland Avenue, " "
Lowndes, James, ...	1506 Pennsylvania Avenue, Washington, D. C.
Luther, George Martin, ...	32 Liberty Street, New York City
Lyman, George T., ...	Belmont, N. Y.
Lyman, Frank, ...	50 Remsen Street, Brooklyn
Lynde, Rollin H., ...	31 Pine Street, New York City
Macdonough, A. R., ...	P. O. Box 839, New York City
Macfarlane, Wallace, ...	32 Liberty Street, " " "
MacVeagh, Charles, ...	17 Broad Street, " " "
Magee, John H., ...	Scottsburg, N. Y.
Mallinckrodt, Edward, ...	Mallinckrodt Chemical Works, St. Louis, Mo.
Mapes, Charles V., ...	143 Liberty Street, New York City
Marquand, Henry, ...	160 Broadway, " " "
Marquand, Henry G., ...	11 E. 68th Street, " " "
Marshall, Charles H., ...	7 Nassau Street, " " "
Marshall, Fielding L., ...	55 Liberty Street, " " "
Martin, Newell, ...	7 Nassau Street, " " "
Martin, T. Comerford, ...	120 Liberty Street, " " "
Mason, Alfred Bishop, ...	Apartado 130, City of Mexico
Mason, James Weir, ...	32 W. 129th Street, New York City
Matthews, Robert, ...	96 Spring Street, Rochester, N. Y.
Matthewson, Arthur, ...	139 Montague Street, Brooklyn
Maxwell, Henry W., ...	70 First Place, " "
Maxwell, William H., ...	632 Greene Avenue, " "
Mellen, Chase, ...	45 Cedar Street, New York City

Merrill, Charles E.,	43 E. 10th Street, New York City
Merrill, Payson,	111 Broadway, " " "
Miller, Jacob F.,	120 Broadway, " " "
Mitchell, Edward,	81 E. 50th Street, " " "
Moffat, George B.,	1 Nassau Street, " " "
Moffat, R. Burnham,	68 Wall Street, " " "
Montgomery, R. M.,	61 Pine Street, " " "
Moore, J. H.,	423 Madison Avenue, " " "
Moore, W. H. H.,	Box 402, " " "
Morse, James H.,	423 Madison Avenue, " " "
Morse, Richard, C.,	139 E. 18th Street, " " "
Mortimer, Richard,	11 Wall Street, " " "
Mosenthal, P. J.,	46 Cedar Street, " " "
Mott, William H.,	Toms River, N. J.
Munro, J. G.,	19 South Division Street, Buffalo
Murray, James B.,	69 Wall Street, New York City
Murray, Joseph K.,	63 Wall Street, " " "
McAlpin, George L.,	9 E. 90th Street, New York City
McAneny, George,	City Club, " " "
McCagg, Louis Butler,	291 Madison Avenue, " " "
McCullough, Hall Park,	15 Broad Street, " " "
McKeen, James,	136 Henry Street, Brooklyn
McKeever, J. Lawrence,	164 Lexington Avenue, New York City
McKelvey, John Jay,	66 Broadway, " " "
McKibben, Gilbert H.,	474 W. Broadway, " " "
McMahon, Fulton,	111 Broadway, " " "
Nadal, Charles C.,	129 E. 17th Street, New York City
Naumberg, Elkan,	6 Wall Street, " " "
Nelson, Henry Loomis,	Harper & Bros., " " "
Nelson, H. W., Jr.,	Geneva, N. Y.
Nevius, John H. C.,	420 Broome Street, New York City
Newton, Virginus,	Box 906, Richmond, Va.
Nichols, George M.,	277 Adelphi St., Brooklyn
Nichols, W. N.,	353 Clinton Avenue, " "
Nicoll, James C.,	51 W. 10th Street, New York City
North, Thomas M.,	160 Central Park South, " " "
Ogden, Willis L.,	73 Pierrepont Street, Brooklyn
Olin, Stephen H.,	82 Nassau Street, New York City
Olyphant, Robert,	21 Cortlandt Street, " " "
Opdyke, William S.,	20 Nassau Street, " " "
Orr, Alexander E.,	102 Remsen Street, Brooklyn
Osborne, Thomas M.,	Auburn, N. Y.
Packard, Edwin,	241 Henry Street, Brooklyn
Parker, Frederick S.,	82 Garden Place, " "
Parrish, Samuel L.,	44 Broadway, New York City
Parsons, Herbert,	111 Broadway, " " "
Parsons, John E.,	111 Broadway, " " "
Paulding, James Kirk,	146 Forsyth Street, " " "

Pauli, H. G., ...	15 S. William Street, New York City
Peabody, George Foster, ...	27 Pine Street, " " "
Peck, George G., ...	18 East 65th Street, " " "
Pendleton, Francis K., ...	44 Broadway, " " "
Perrine, William A., ...	91 Centre Street, " " "
Phillips, Lee, ...	247 W. 71st Street, " " "
Phoenix, Phillips, ...	28 State Street, " " "
Pierce, Franklin, ...	120 Broadway, " " "
Pierrepont, Henry E., ...	216 Columbia Heights, Brooklyn
Pierrepont, H. E., Jr., ...	216 Columbia Heights, "
Pinchot, Gifford, ...	2 Gramercy Park, New York City
Pope, A. A., ...	Pope Building, Boston
Pope, George A., ...	P. O. Box 53, Baltimore, Md.
Pott, James, ...	Fourth Ave. and 22d Street, New York City
Potter, Frederick, ...	Potter Bldg., " " "
Potter, Henry C., ...	10 Washington Square, East, " " "
Potts, William, ...	229 Lexington Avenue, " " "
Prentice, William P., ...	155 Broadway, " " "
Prentiss, George L., ...	41 E. 61st Street, " " "
Pryer, Charles, ...	New Rochelle, N. Y.
Putnam, George Haven, ...	27 W. 23d Street, New York City
Putnam, Harrington, ...	404 Washington Avenue, Brooklyn
Putnam, Irving, ...	27 W. 23rd Street, New York City
Pyne, Moses Taylor, ...	42 W. 53d Street, " " "
Rand, George C., ...	107 Wall Street, New York City
Raymond, Charles H., ...	32 Liberty Street, " " "
Raymond, Rossiter W., ...	123 Henry Street, Brooklyn
Reynolds, James B., ...	184 Eldridge Street, New York City
Rice, Edwin T., Jr., ...	59 Wall Street, " " "
Richards, C. A. L., ...	144 Benefit Street, Providence, R. I.
Richards, George, ...	62 Wall Street, New York City
Ritchie, John, ...	10 Mount Vernon Street, Boston
Rives, George L., ...	14 W. 38th Street, New York City
Robb, J. Hampden, ...	23 Park Avenue, " " "
Rogers, Henry A., ...	19 John Street, " " "
Romaine, Benjamin F., Jr., ...	20 Nassau Street, " " "
Romaine, Louis Tyson, ...	84 Beaver Street, " " "
Roome, W. Harris, ...	40 Wall Street, " " "
Roosevelt, Theodore, ...	Executive Mansion, Albany, N. Y.
Root, Elihu, ...	32 Liberty Street, New York City
Ropes, John C., ...	99 Mt. Vernon Street, Boston
Rose, Arthur P., ...	Geneva, N. Y.
Rosenblatt, M. G., (Life), ...	35 Mercer Street, New York City
Rowe, William V., ...	52 Wall Street, " " "
Rumsey, Dexter P., ...	742 Delaware Street, Buffalo, N. Y.
Russell, Charles H., ...	15 Broad Street, New York City
Saint Gaudens, Augustus, ...	3 Rue de Bagneux, Paris
Salomon, William, ...	30 Broad Street, New York City

Sand, Max E.,	81 Burling Slip, New York City
Sands, B. Aymar,	81 Nassau Street " " "
Sands, Phillip J.,	15 E. 33d Street, " " "
Sanger, William Cary,	Sangerfield, N. Y.
Sayer, W. Murray, Jr.,	386 Washington Avenue, Brooklyn
Schieren, Charles A.,	405 Clinton Avenue, "
Schumacher, Charles,	50 Exchange Place, New York City
Schurman, Jacob Gould,	Cornell University, Ithaca, N. Y.
Schurz, Carl,	16 E. 64 Street, New York City
Schurz, Herbert,	16 E. 64 Street, " " "
Schwab, Henry C.,	2 Bowling Green, " " "
Scott, J. F.,	407 W. 123d Street, " " "
Scribner, Arthur H.,	153 Fifth Avenue, " " "
Scribner, Charles,	153 Fifth Avenue, " " "
Searle, Arthur,	41 Concord Avenue, Cambridge, Mass.
Seaver, Benjamin F.,	111 Pierrepont Street, Brooklyn
Sedgwick, Arthur G.,	115 Broadway, New York City
Seligman, E. R. A.,	324 W. 86th Street, " " "
Serveu, A. Ralph,	Civil Service Commission, Washington, D. C.
Sexton, Lawrence E.,	34 Pine Street, New York City
Shaw, Albert,	13 Astor Place, " " "
Shearman, Thomas G.,	176 Columbia Heights, Brooklyn
Shepard, Edward M.,	111 Broadway, New York City
Shillaber, William A. Jr.,	1 Broadway, " " "
Simes, William,	Petersham, Mass.
Sinclair, John,	521 Madison Avenue, New York City
Slicer, Thomas R.,	27 W. 76th Street, " " "
Slosson, Henry L.,	Geneva, N. Y.
Slosson, J. Lawrence,	" " "
Smillie, James D.,	110 E. 38th Street, New York City
Smith, Charles Robinson,	7 Nassau Street, " " "
Smith, Charles Stewart,	20 E. 23d Street, " " "
Smith, Clarence B.,	45 Broadway, " " "
Smith, J. Henry,	10 Wall Street, " " "
Smith, William Alexander,	70 Broadway, " " "
Snow, Henry Sanger,	81 Willoughby Street, Brooklyn
Stapler, H. B. B.,	67 Wall Street, New York City
Stark, Joshua,	Milwaukee, Wis.
Stedman, Edmund C.,	16 Broad Street, New York City
Steers, James R.,	55 Liberty Street, " " "
Stewardson, Thomas,	Chestnut Hill, Philadelphia, Pa.
Stickney, Joseph,	P. O. Box 2373, New York City
Stimson, Daniel M.,	11 W. 17th Street, " " "
Stolber, Louis,	722 Broadway, " " "
Stokes, Anson Phelps, Jr., (Life),	229 Madison Avenue, " " "
Stokes, Harold M. Phelps, (Life),	229 Madison Avenue, " " "
Stokes, I. N. Phelps, (Life),	229 Madison Avenue, " " "
Stokes, James,	49 Cedar Street, " " "
Stokes, J. G. Phelps, (Life),	229 Madison Avenue, " " "

Straus, Frederick.	15 Broad Street, New York City
Storrs, Richard S.	80 Pierrepont Street, Brooklyn
Straus, Albert.	15 Broad Street, New York City
Stuart, William C.	Pasadena, California
Sturges, S. Perry.	306 Washington Avenue, Brooklyn
Sturgis, Russell.	307 E. 17th Street, New York City
Sturgis, Thomas.	128 E. 36th Street, " " "
Stuyvesant, Rutherford.	16 Exchange Place, " " "
Swan, Lyndon M.	31 Pine Street, " " "

Taber, John R.	714 Water Street, New York City
Tatham, Charles.	302 Lexington Avenue, " " "
Tatham, Edwin.	82 Beekman Street, " " "
Taylor, Thomas Fenton.	31 Nassau Street, " " "
Taylor, William C.	94 Keap Street, Brooklyn
Terry, Roderick.	169 Madison Avenue, New York City
Terry, Seth Sprague.	66 Broadway, " " "
Thompson, Hugh S.	346 Broadway, " " "
Thomson, William H.	23 E. 47th Street, " " "
Thurber, Francis B.	143 Chambers Street, " " "
Tiebout, Charles H.	31 Grand Street, Brooklyn
Tod, J. Kennedy.	45 Wall Street, New York City
Tomkins, Calvin.	32 Liberty Street, " " "
Tompkins, Hamilton B.	229 Broadway, " " "
Trenholm, W. L.	160 Broadway, " " "
Turnbull, George R.	33 Mercer Street, " " "
Turner, Herbert B.	22 William Street, " " "
Tweedy, Edmund.	25 Bellevue Court, Newport, R. I.

Valentine, Henry C. (Life).	57 Broadway, New York City
Vallandigham, Edward N.	Reform Club, " " "
Vanderpoel, John.	36 W. 39th Street, " " "
Van Dusen, Samuel C.	39 Cliff Street, " " "
Van Iderstine, Robert.	20 Nassau Street, " " "
Van Ingen, Dudley W.	135 Henry Street, Brooklyn
Van Ingen, Edward H.	9 E. 71st Street, New York City
Van Nest, George W.	32 Nassau Street, " " "
Van Sinderen, Howard.	15 Broad Street, " " "
Villard, Henry, (Life).	145 W. 58th Street, " " "
Villard, Oswald Garrison.	206 Broadway, " " "

Wadsworth, James W.	Geneseo, N. Y.
Walker, Hay.	Care of W. & H. Walker, Alleghany City, Pa.
Walker, John.	Care of W. & H. Walker, " " "
Walker, Samuel C.	Harbison & Walker, Pittsburg, Pa.
Walker, William.	Care of W. & H. Walker, Allegheny City, Pa.
Wallace, Jackson.	32 Liberty Street, New York City
Wallace, William H.	66 Broadway, " " "

Ward, Henry Galbreath,		160 Broadway, New York City
Ward, J. H.,		19 Kenyon Bldg., Louisville, Ky.
Ward, J. Q. A.,		119 W. 52nd Street, New York City
Ward, S. G.,		15 Broad Street, " " "
Warner, John De Witt,		111 Broadway, " " "
Warren, E. Walpole,		823 Madison Avenue, " " "
Warren, George A.,		630 I Street, N. W., Washington, D. C.
Warren, H. Langford,		9 Park Street, Boston, Mass.
Webb, William H.,		415 Fifth Avenue, New York City
Weed, John W.,		62 William Street, " " "
Weeks, E. R.,		508 Delaware Street, Kansas City, Mo.
Weeks, Rufus W.,		346 Broadway, New York City
Wehle, Theodore,		32 Liberty Street, " " "
Welling, R. W. G.,		2 Wall Street, " " "
Weston, Edward,		P. O. Box 617, Yonkers, N. Y.
Weston, Walter,		534 North Broadway, " " "
Wheeler, A. S.,		511 Sears Bldg., Boston, Mass.
Wheeler, Everett P.,		45 Broadway, New York City
Wheeler, James R.,		Columbia College, " " "
White, Alexander M.,		2 Pierrepont Place, Brooklyn
White, Alexander M., Jr.,		158 Columbia Heights, " " "
White, Andrew D., (Life),		American Embassy, Berlin
White, George C.,		P. O. Box 320, New York City
White, Horace,		18 W. 60th Street, " " "
White, William Augustus,		130 Water Street, " " "
Whitehead, Charles E.,		71 Wall Street, " " "
Whitlock, Bache McE.,		49 Wall Street, " " "
Whitridge, Frederick W.,		59 Wall Street, " " "
Wickersham, George W.,		40 Wall Street, " " "
Wiggin, Frederick H.,		55 W. 36th Street, " " "
Wilcox, Ansley,		298 Main Street, Buffalo, N. Y.
Wilcox, David,		Metropolitan Club, New York City
Williams, L. L.,		316 W. 78th Street, " " "
Wilson, Richard T.,		511 Fifth Avenue, " " "
Wing, Henry T.,		152 Clinton Street, Brooklyn
Winslow, Edward,		P. O. Box 486, New York City
Wise, B. E.,		21 Broad Street, New York City
Wisner, Charles,		Cotton Exchange, " " "
Wisner, H. G.,		18 W. 12th Street, " " "
Wolff, Louis S.,		12 E. 70th Street, " " "
Wood, Walter R.,		17 Broadway, " " "
Woodbridge, Charles E.,		44 Pine Street, " " "
Wright, Jonathan,		73 Remsen Street, Brooklyn
Yonge, Henry,		Hotel Margaret, Brooklyn
York, John C.,		Huntington, L. I.
Young, J. A.,		Warrensburg, Mo.
Zabriskie, George,		17 Broad Street, New York City
Zerega, Richard A.,		38 W. 48th Street, " " "

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REPORT
OF THE
Executive Committee
OF THE
New York
Civil Service Reform Association

READ AT THE ANNUAL MEETING, MAY 9, 1900.

WITH APPENDICES.

NEW YORK
PUBLISHED FOR THE
CIVIL-SERVICE REFORM ASSOCIATION
1900

CONTENTS.

	PAGE
Annual Report of the Executive Committee, ...	5
Annual Report of the Treasurer, ...	17
Constitution and By-Laws, ...	20
Roll of Officers and Members, ...	27
Articles of Incorporation, ...	45

ANNUAL REPORT

OF THE

Executive Committee of the Civil Service Reform Association.

THE progress, during the past year, of the reform for the promotion of which the Association was established, has been in many respects highly encouraging. There are losses to the system in the Federal Service to be taken into account, but in the State and city the operation of the act adopted by the Legislature of 1899 has served to restore much of the ground that had been lost there, in the past, and to establish the reform more firmly than ever before. Much remains to be done to give the new law the full results it was intended to secure; the tendency to permit exceptions from the competitive classification, and the disposition of appointing officers to avoid examinations by various evasive means, are still matters that require serious attention, and that now and then necessitate appeals to the Courts; but the general movement of the administration of the law is in the right direction, and both its beneficial effects and its capabilities are very manifest.

The State Civil Service Commission promulgated a new set of rules, governing appointments within its own jurisdiction, on June 8, last. Subsequently it secured the adoption of rules, conforming substantially to its own standards, for every city of the State. In one city, Middletown, it was obliged to appoint a local Commission, the Mayor having declined to do so. In New York City, the rules submitted by the Mayor and local Commission were disapproved for the reason that that they failed in many important respects to meet the standards set. As the result of a conference between the State and Municipal Boards here, rules embodying something in the nature of a compromise were agreed on, but these Mayor Van Wyck declined to approve. The State Board, thereupon, in the exercise of the authority given it in such an emergency, promulgated rules for the city by its independent action, improving materially upon those previously considered. These were placed in effect on July 11, 1899, and, with some modi-

fications, have since been in full force. In every other city a correct system has been established through the initiative of the local authorities, and though in many of them there are imperfections in administration still to be worked out, the State Board has it within its power to see to it that the law is honestly executed in each.

The Association through its duly accredited representatives, has had a very active and constant association with these several matters as they have developed. It has made many recommendations to both the State and Municipal authorities, with regard both to the construction of rules and the procedure taken under them, recommendations that have been received with uniform courtesy, and that have in many important instances been accepted and given effect. It has, moreover, through the Law Committee, instituted test suits in a number of cases where points of construction have been in dispute, and the most of these it has carried to successful issue. It has received and considered the inquiries or complaints of many hundreds of persons, both civil employees and private citizens, with reference to matters affecting the administration of the law. It has secured the proper adjudication of many questions that have arisen in individual cases of this sort, and the correction of more general abuses in others. It has conducted many investigations, the results of which have been submitted for the information of the proper authorities, or will be in the near future. It has opposed, with a gratifying degree of success, measures introduced in the Legislature of 1900, designed to impair the law in various respects, and in every other way that has been open it has sought to maintain the law as it stands and to secure to the people, in the fullest degree possible, the benefits it was intended to confer.

The service of the several standing committees of the Executive Committee has been uniformly efficient and helpful. The Law Committee, on which has fallen the brunt of the work attending matters in the Courts, has had the assistance of a number of lawyers, some within its own membership and others in the Association at large, for whose gratuitous service the Association is under heavy obligation. The Committees on Finance, Correspondence, Examinations and Membership, have each held frequent meetings, and accomplished creditable results. Through the efforts of the last

named, the membership of the Association has been increased during the year by the addition of 145 names, increasing the total to a figure higher than it has been for fifteen years past.

Since January 1 the Association has had the services of a new member of its executive force, Mr. Elliot H. Goodwin, who has been appointed to the post of Assistant Secretary, and to whose highly efficient and well directed work, very much of the accomplishment of the past four months is due.

It has been the custom of the Executive Committee, in presenting the annual report, to review in some detail those matters related to the progress of the reform that have had the attention of the officers or of the several sub-committees, and that go to complete the record of the year.

THE FEDERAL SERVICE.

While it is not usual for the Association to take action concerning those matters that come more properly within the province of the National League—such, for instance, as the investigation of general conditions prevailing in the federal service, or the establishment of correct methods of appointment in dependencies—it has been able to assist from time to time in the work of the League, and has kept in touch with the larger matters at Washington. It may be stated for the information of our members, that while the area of the competitive system in the federal service has been materially reduced by the Executive order of May 29, last, it is not possible at present to state the exact number of positions affected. The Civil Service Commission has asked the Department for such data as will enable it to give this information definitely, but has not as yet received it, and, in the meanwhile, the estimates of the effect of the order given at the time it was issued may be considered very conservative. The changes in the text of the rules themselves, made by the order, have produced very unfortunate results. These, which would require elaborate explanation, will be published no doubt by a Committee of the League that has recently investigated the subject. It may be said, in brief, that the proportion of appointments within the classified service made through other means than competitive examination has been increased very materially since these changes went into effect.

Another disappointing factor in the situation is the failure

of the party in power at Washington to extend the operation of the civil service law to include the force employed in the taking of the Twelfth Census, in plain disregard of the pledge of the platform of 1896 to carry such extensions "wherever practicable." The result has been the revival of the patronage system in the selection of the whole body of these 2,500 clerks, statisticians and others. Only those applicants who have been endorsed by a Senator or Representative have been considered, and these have been subjected to a non-competitive or "pass" examination only, as a further preliminary to appointment. The same system was employed in organizing the Census-taking force in 1890, with very disastrous consequences, and if the results now obtained are much more satisfactory, that will, of necessity, be surprising.

The several hundred clerical appointments made without examination in the War and Treasury Departments, on the plea advanced in Congress that the emergency of the war with Spain justified a disregard of those on the eligible lists, who were ready to accept immediate assignment to service, have been continued by legislation of this year, and this class of positions must, no doubt, be reckoned also among the present losses of the merit system.

The setting aside of the competitive method, through the President's order, and in these other instances, has not served to discourage attacks on the law in Congress. These have occurred, as usual, but it may be added that, to the present date, all have been defeated.

THE NEW YORK POST-OFFICE.

In the larger Post-offices and Custom Houses throughout the country, with few exceptions, and in those branches of the departmental service where the rules have been longest established, they have been for the most part faithfully upheld, notwithstanding the serious backward tendency in other branches. In the local offices at New York and Brooklyn, both appointments and removals have been made, generally, in the manner the rules prescribe; but in the matter of promotions and reductions, neither of which are governed by set rules, it has been freely charged that political influence is more or less potent. There appears to be some evidence in support of this belief. The Association within the past few days has

addressed a communication to the Federal Commission asking that a complete system of promotion regulations be adopted for both these local offices, on the plan of those established since the first of the year in the Post Office at Chicago.

NEW YORK STATE.

The application of the law of 1899 in the state service, as we have pointed out, has brought up a number of more or less vexing questions, some of which have been dealt with by the State Commission, and others of which have been left for settlement in the Courts. The Commission has discharged the important and delicate work it has had to do, for the most part, with gratifying success. It has erred, we believe, in placing in the excepted schedule a greater number of positions than the law contemplated, and in permitting other apparently unwarranted exceptions under the rules of certain cities, all of which are adopted subject to its approval. The law provides that the exempt class shall contain certain specified offices, to a very limited number, and that beyond these there may be included, "All other subordinate offices for the filling of which competitive or non-competitive examinations may be found to be not practicable." The implication of this language is that competition is to be the rule, except where, on actual trial, it is shown that a given office cannot be filled through that means. It is further provided that when any additional position is excepted, the reasons shall be stated in full, and set forth in the annual reports of the Commission. The State rules adopted in June last contain a list of exceptions far more numerous than those in corresponding offices of the Federal Service, and there have since been added a considerable number of positions formerly competitive in which it does not appear that competition has been shown to be not practicable, and that are directly analagous to numerous positions in the Federal Service that have long been competitive. The reasons for these exemptions have not as yet been set forth in the annual reports. The Association in March, last, addressed a letter to the Commission asking that certain of them be restored to the competitive schedule. Those to which it referred especially include seven Court and Trust Fund Examiners in the office of the Comptroller, two Transfer Tax Experts, one Supervisor of Building and Repairs in the Comptroller's office,

four Appraisers in the Insurance Department, one additional Clerk and one Chief Attendant in the Supreme Court in Kings County, one additional Appraiser in the office of the Commissioner of the Land Office, one deputy Appointment Clerk in the Executive Department, one additional Cashier in the Department of Excise, two Indexers of Patents in the office of the Secretary of State, and the minor Clerks and Attendants in the Court of Appeals. The Association's request has not as yet been acted upon, though the Secretary has been informed that a general reclassification of the State service, that would correct incidently the inequalities referred to, is likely to be considered at an early date. The Association has since called the attention of the Commission to the fact that certain Appraisers, under the Inheritance Tax Laws, have been appointed by the State Comptroller without compliance with the rules, although at present within the competitive schedule, and has asked that the salary rolls of these persons shall not be audited, and that such positions shall be retained in the competitive schedule.

The exemptions in the New York City service, permitted since the promulgation of the rules of July 11, include such positions as the following: an additional Superintendent of Parks for service in the Boroughs of Brooklyn and Queens, an Auctioneer's Process Server in the office of the President of the Council, a Confidential Stenographer to the President of the Park Board, a Custodian of Records in the Health Department, and a Special Attendant in the City Court. It has been shown to the Commission that the appointments made in certain of these cases were of persons who had failed in competitive examinations for similar positions, and that there was no valid reason, in fact, for the exemption of any of them. It is understood that the Commission is about to recommend also, a re-classification of the city service that will reduce the excepted schedule, restoring the positions mentioned to their original status, and adding in other respects to the competitive list.

The State Commission has added very much to the effectiveness of its executive staff by employing an assistant chief examiner and inspector—Mr. S. William Briscoe—who was selected through competitive examination, and who has already performed valuable service in investigating conditions

in cities. The Commission is apparently in a much better position than it has been for some years to secure strict compliance with the law and its extension to the farthest practicable degree.

THE COUNTY SERVICE.

One of the important matters the Commission at present has under consideration is the classification of the service of the larger counties. The law requires that this shall be done as rapidly as may be found practicable. As the result of an inquiry concerning the counties containing first and second class cities, it has been decided to start this extension with those of the first named class, and to apply the rules to the counties composing the Greater New York, and to the County of Erie. The Association has submitted repeated recommendations with regard to this very badly needed reform, and has been afforded full opportunity by the State Board to present the results of its investigations, and its suggestions as to the limit of competitive classification.

THE LEGISLATURE.

Throughout the late session of the Legislature the Association was represented by a correspondent at Albany, who has carefully watched the progress of all matters relating in any way to the civil service law or to appointments and removals in general. All bills of this character have been sent to the office of the Association, and, after examination there, submitted to the Law Committee.

Certain of these bills were approved by the Committee and supported at Albany. By far the greater number, however, were disapproved, and were opposed, either through the personal appearance of officers of the Association before Committees of the Legislature, or through letters to these Committees or to individual members of the Legislature, or by representations to the Governor. In the case of a few, of more or less importance, the Committee remained neutral. Not one measure formally disapproved became a law. Acts to add to the extra privileges of veterans, and to extend the preference to veterans of the Spanish War, were defeated in the Legislature. Others, designed to exempt particular classes of positions from classification, or to do away with promotion examinations under certain circumstances, met

with the same fate. A large number of bills designed to permit payment of salary to persons appointed or retained in New York City departments during the year 1899, in violation of the rules, and a score or more of others, permitting the reinstatement of policemen dismissed for cause, were vetoed by Governor Roosevelt at the Association's request. One bill that had been approved, requiring the publication twice yearly of the New York City civil list, and of full information concerning increases of salary, and other changes within the service, and one concerning which the Association had taken no action, permitting the State Commission to appoint the successors of such municipal Commissioners as they may at any time remove for cause, were signed by the Governor, and are now in effect.

TEST ISSUES IN THE COURTS.

Of the cases in the Courts in which the Association has been concerned, all have arisen in New York City, except one, that of Balcom, recently decided by the Court of Appeals. In this case it was contended on behalf of one of the city departments of Binghamton that the provision of the act of 1899 requiring the appointment of the person standing highest on an eligible list is not constitutional, in that the appointing officer had virtually no voice in the selection and that he did not therefore exercise the function of appointment. This view the Appellate Division in the Third Department upheld. The Association supported an appeal for the reason that it feared the decision as it stood might serve to broaden the scope of selection from an eligible list, even beyond the limits in existence prior to 1899. The Court of Appeals has sustained the Court below, but holds that the former rule requiring the certification of only three names for each vacancy, and successive certifications until a candidate has been rejected three times, was valid. This rule will therefore be revived, with but little material change in the system itself.

Among the results obtained in other suits brought by the Association, in New York City, the more important are the following: (1) The extension of the operation of the former city rules, so far as consistent with the new law, to cover the period between the passage of the law and the adoption of the rules of July 11; (2) The affirmance of the rules requiring

that the reasons for removals shall be stated in writing, and an opportunity afforded the employee concerned to make an explanation; (3) The ousting of persons holding "temporary" appointments, made for indefinite periods; (4) The establishment of the right of appointees to serve for the full period of their probationary term, and to be continued if their services be satisfactory, without being subject to arbitrary removal at any time during the term, as appointing officers had contended; and (5) the right of persons whose offices have been "abolished," only to be re-established under other titles in order to permit new appointments, to secure reinstatement.

The decisions in these cases have strengthened the law and rules very greatly, and are to be counted among the most encouraging results of the year's work.

[NEW YORK CITY.]

Careful investigations have been made on behalf of the Association into the detailed operation of the present rules in New York City. The rules themselves are incomparably superior to those framed under the charter provisions, without approval by the State Board, which they replaced. The number of appointments that are possible without competitive examination has been greatly reduced, the practice of making large numbers of "temporary" appointments has been ended, and the labor registration system, which was virtually destroyed under the former plan, has been restored and improved. But there are still certain serious defects in the system, revealed in the course of the investigations referred to, that should be overcome. These will be set forth in detail in a special report, and need not be rehearsed in this. Certain changes in the rules, required imperatively, have, however, already been recommended, and are now under consideration by the State and City Boards. One of these restores the plan of certification existing prior to 1899, with proper safeguards, in accordance with the decision in the case of Balcom, another recasts the probation rule to conform to the decision of the Courts concerning that, and a third does away with the practice of permitting eligibles to waive their right to appointment in favor of others, rated lower than themselves, very frequently under special arrangement with the appointing officer, a practice that has led to some of the most serious of the abuses now ex-

isting. The results of an investigation in one office, that of Justice F. J. Worcester, of the Eleventh Municipal Court, in Manhattan, have also been presented to the State Commission, and an inquiry concerning these has been conducted by the Commission during the past few days, the findings of which have not as yet been made public.

The Committee again acknowledges, with grateful appreciation, the valuable aid received during the year from the Women's Auxiliary to the Civil Service Reform Association. The Auxiliary, besides assisting in various ways the work of the Association, is about to extend very materially the field of its independent activity, and has already taken steps to encourage the forming of organizations with objects similar to its own, in other cities.

The receipts of the Association for the year, as set forth in the Treasurer's Report, were \$7,129.86, and the disbursements \$7,012.40. During the year to come, to carry out the work now planned, a considerably larger sum will be needed, and a special effort will be made by the Finance Committee to increase the amount of income from regular sources. There will shortly be paid into the Treasury, also, a special bequest of \$1,500, made to the Association by the late Dorman B. Eaton. In order to provide a better basis for part of its work, and in accordance with action taken at a special meeting held March 14 last, the Association is about to be incorporated, under the Membership Corporations law of the State of New York. Articles of Incorporation have been regularly prepared, and approved by a Justice of the Supreme Court, and will be filed under date of May 11.

The death of Mr. Eaton, at the close of the year, 1899, was followed by a memorial meeting of the Association held on December 29, at which the sense of the great loss felt by us all, was expressed in the following minute, adopted at the conclusion of the several addresses:

By the death of our associate and friend, Dorman B. Eaton, the country has lost a model citizen and the cause of good government one of its truest and foremost champions.

He was, in the best sense of the word, a public man in private station. His active life furnished a striking example of the great service a private citizen may, under our free institutions, render to the public interest without possessing official power. The rectitude of his character,

and his enlightened public spirit made him a natural enemy of misgovernment in every form, and he brought into the struggle against the forces of disorder and corruption not only the most unselfish devotion and untiring energy, but also superior abilities armed with large knowledge and an uncommon constructive skill.

He was a maker of laws without ever being a member of a legislative body. Important acts of legislation originally drawn by him stand on the statute books of the United States as well as of the State of New York. He may well be said to have been the legislative architect of civil service reform in this republic, for every law now in force that embodies the true principle of civil service reform, was either originally framed by him, or at least shaped in its principal features upon the lines which he had originally laid down. To the cause of civil service reform he gave its most instructive literature ; to it he devoted the last efforts of his life, and with it his name will forever be most honorably identified.

Thus the American people owe him a large debt of gratitude. But those who, like ourselves, have had the privilege of being long and closely associated with him in his endeavors, can best bear testimony to the quiet enthusiasm, the noble disinterestedness, and the courageous constancy of his zeal for the public good, to the wisdom of his counsel, sustained by a rare breadth and accuracy of knowledge, as well as to the kindly and courteous dignity of his bearing and his unfailing amiability in his intercourse with his co-workers.

We shall never cease to hold his memory in the highest esteem and affection, and to the members of his family he left behind him we offer our most heartfelt sympathy in their painful bereavement,

Little more than this need be said of Mr. Eaton's work for civil service reform, to those who, as members of the Association, were his co-workers and friends.

Respectfully submitted,

JACOB F. MILLER,
Chairman.

GEORGE MCANENY,
Secretary.

TREASURER'S ANNUAL REPORT.

May 1, 1900.

Balance on hand, as per report of May 1, 1900...... \$164.49

RECEIPTS:

From Annual Dues.....	\$2,997.50	
“ Sustaining Membership Dues.....	1,425.00	
“ Subscriptions.....	1,673.33	
“ The Women's Auxiliary.....	850.00	
“ Returned Costs of Litigation.....	52.17	
“ Pamphlets sold.....	4.75	
“ Cash for Office Furniture returned..	9.65	7,012.40
		\$7,176.89

DISBURSEMENTS:

Proportion of Salary of Secretary.....	\$3,025.00	
“ “ “ “ Asst. Secretary.....	200.00	
Clerk hire.....	1,186.50	
Rent of Office.....	525.00	
Rent of Room for Annual Meeting.....	10.00	
Printing.....	198.00	
Postage and Stamped Envelopes.....	266.50	
Subscriptions to the National Civil Service Reform League	750.00	
Traveling Expenses.....	154.27	
Expenses of Litigation	247.34	
Telephone Service.....	117.65	
Office and Miscellaneous Expenses.....	449.60	7,129.86

Balance on hand April 30, 1900..... \$47.03

E. & O. E.

A. S. FRISSELL,
Treasurer.

ORGANIZATION
OF
THE CIVIL SERVICE REFORM ASSOCIATION
(OF NEW YORK.)

CONSTITUTION.

I.

The name of this organization shall be The Civil-Service Reform Association.

II.

The object of the Association shall be to establish a system of appointment, promotion, and removal in the Civil Service, founded upon the principle that public office is a public trust, admission to which should depend upon proven fitness. To this end the Association will demand that appointments to subordinate executive offices, with such exceptions as may be expedient, not inconsistent with the principle already mentioned, shall be made from persons whose fitness has been ascertained by competitive examinations open to all applicants properly qualified, and that removals shall be made for legitimate cause only, such as dishonesty, negligence, or inefficiency, but not for political opinion or refusal to render party service; and the Association will advocate all other appropriate measures for securing integrity, intelligence, efficiency, good order, and due discipline in the Civil Service.

III.

The Association will hold meetings, raise funds, publish and circulate appropriate information, correspond and co-operate with associations organized elsewhere for the objects set forth in this Constitution, and support all executive and legislative action which promote its purposes.

IV.

The conditions of membership shall be wholly independent of party preference. Questions shall not be discussed in

the debates or in the publications of the Association upon party grounds. Neither the name nor influence of the Association shall be used on behalf of any party, or for procuring office or promotion for any person. But nothing in this article shall be construed to prevent the Association from opposing any candidate when in its opinion, or in that of three-fourths of the members of the Executive Committee, such course is demanded by the objects of the Association.

V.

There shall be a President, to be elected by the Association at the annual meeting, who shall perform the usual and prescribed duties of that office. He shall be, ex-officio, a member of all committees, with a casting vote only, and he may call special meetings of the Executive Committee whenever he thinks it necessary, and, with the assent of two members of the Executive Committee, special meetings of the Association.

There shall be ten Vice-Presidents, to be annually elected by the Association.

There shall be a Treasurer and Secretary, who shall perform the usual and prescribed duties of such officers. They shall be respectively appointed by the Executive Committee, and may be removed by them. The Treasurer shall be, ex-officio, a member of the Finance Committee of the Association.

There shall be an Executive Committee of twenty-five members, to be elected annually by the Association. Subject to these articles, the Executive Committee shall manage the affairs of the Association, direct and dispose of its funds, and from time to time make and modify by-laws for the Association and for its own action. The Executive Committee shall keep a record of its proceedings, and shall make a report to the Association at the annual meeting. No appropriation of money by the Executive Committee beyond the amount in the hands of the Treasurer at the time shall bind any member of the Association, excepting those members of the Executive Committee who shall vote for it. Vacancies in the Executive Committee may be filled by the President for the remainder of the term. Other vacancies may be filled by the Executive Committee.

All the officers of the Association and members of the several Standing Committees shall be, ex-officio, members of the Executive Committee.

VI.

Each officer of the Association shall continue to hold office until his successor has been selected and is ready to enter upon the duties of the office.

VII.

There shall be an annual meeting of the Association on the second Wednesday of May, at which officers shall be elected for the ensuing year, and other appropriate business may be transacted; except in the year 1898, when the annual meeting shall be held on the second Wednesday of January.

VIII.

Any person may be proposed in writing for membership by any member of the Association, and shall be admitted upon approval of the Executive Committee. Members failing to pay their dues may be dropped from the roll by the Executive Committee.

IX.

The annual dues of each member shall be \$5, payable on the 1st of May, and each member shall receive the annual report and all other publications of the Association. Sustaining members, on payment of twenty-five dollars annually, and Life members, exempt from annual dues on payment of one hundred dollars, may be elected by the Executive Committee at any regular meeting thereof.

X.

All provisions of this Constitution, except those relating to the rights of members, and the term of officers, may be suspended or amended by a vote of two-thirds of the Executive Committee, subject to the approval of the Association by a two-thirds vote of the members present either at the annual meeting or at a special meeting duly called. Due no-

tice shall be given before any such annual or special meeting that the approval of the Association will, thereat, be asked for such action of the Executive Committee, and the notice shall clearly state the effect of such suspension or amendment in the text of the Constitution. Any member of the Association may propose amendments to the Constitution, which may be approved under the same conditions.

BY-LAWS.

FOR THE GOVERNMENT OF THE ASSOCIATION AND ITS COMMITTEES.

§ 1. The Annual meeting of the Association shall be held at such hour and place as the Executive Committee shall designate. The election of officers shall be by ballot, but any member not present may declare his vote by letter to the Secretary and it shall be counted.

§ 2. The meetings of each committee, unless otherwise especially provided for, shall be at half-past eight P. M., at which time the chairman shall direct the call of the names of its members and the Secretary shall record the names of those present and others as they appear.

§ 3. The order of business, before each committee shall be:

1. The reading and correction of the records of the last meeting.

And, thereafter, unless otherwise ordered, as follows:

2. Any statement due from the Treasurer.
3. Unfinished business from the last meeting.
4. Report from the Secretary's office.
5. Reports of standing committees.
6. Reports of special committees.
7. Proposals of new members and their election.
8. Miscellaneous business.

§ 4. Regular meetings of the Executive Committee shall be held on the second Wednesday of every month except July and August, but if that day be a holiday, then on the third Wednesday. Ten members of the Executive Committee shall constitute a quorum.

§ 5. Neither in the meetings of the Association nor of any committee shall any member speak more than once on any motion nor more than ten minutes at one time, without unanimous consent, nor shall any person, or his actions, be characterized on party grounds.

§ 6. Special meetings of any committee may be called by its chairman or by any three members, and due notice thereof shall be given by the Secretary.

§ 7. All notices to a member shall be sent to his address filed with the Secretary.

§ 8. On the demand of one-fifth of the members present, at any meeting of the Association or of a committee, the ayes and nays shall be called and recorded on any motion.

§ 9. All committees shall be appointed by the chair unless their selection shall be otherwise provided for.

§ 10. At each regular meeting of the Executive Committee, it shall be the duty of the Treasurer to make a statement of the amount of money in the treasury and of the place of its deposit, and at the annual meeting, he shall state the source of all moneys received and the use made of the same during the past year.

§ 11. The Secretary shall keep a record of the proceedings of the Association and of the Executive Committee, and perform the other duties assigned him.

§ 12. Without the consent of three-fourths of the members present, no vote which will declare or fill a vacancy or elect a member of the Association shall be deemed carried, at the same meeting in which it was first moved.

§ 13. It shall require a vote of two-thirds of the members of the Executive Committee present to pass any vote under which more than \$100 will be appropriated or the Association be pledged for more than that amount, and the Executive Committee alone shall have authority to create any charge upon the funds of the Association. But neither said committee nor any officer or officers of the Association shall be authorized to create a personal liability against any members but themselves.

§ 14. There shall be the following Standing Committees to be hereafter annually selected by the Executive Committee:

(1) A Committee on Municipal Affairs, to consist of nine members, who, under the supervision of the Executive Committee, shall have charge of such part of the work of the Association as relates to the practical administration of the

civil service statutes and rules under the government of the City of New York.

(2) A Finance Committee of seven members, whose duty it shall be to devise and carry into effect, as the Executive Committee may order, suitable measures for raising funds, and to supervise and report upon the income and expenditures of the Association.

(3) A Law Committee of five members, whose duty it shall be to consider and recommend suitable legislation in aid of the purposes of the Association, and to promote such as may be approved; and whose duty it shall also be to represent the Association, under the direction of the Executive Committee, in any legal proceedings that may be necessary in order to maintain or to enforce the constitutional and statutory provisions affecting the state and the municipal civil service.

(4) A Publication Committee of five members, whose duty it shall be to prepare, select and recommend matters suitable for publication by the Association, and to take practical charge of the printing and distribution of whatever may be ordered printed.

(5) A Committee on Correspondence, of five members, whose duty it shall be to promote the organization of Civil Service Reform Associations, and to direct the correspondence with them; and whose duty it shall also be to conduct such correspondence with other organizations as in their judgment the advancement of the objects of the Association may require.

(6) A Committee on Examinations, of five members, whose duty it shall be to consider and recommend suitable methods of examination for admission to the public service, and to consider the practical conduct of such examinations.

(7) An Auditing Committee of two members, whose duty it shall be to examine all vouchers and audit all accounts.

(8) A Committee on Membership to consist of five members, the duties of which shall be to use all proper efforts to increase the membership of the Association.

Each Standing Committee shall be competent to fix the number of its own quorum.

§ 15. These By-Laws may be amended, or new By-Laws added, by a four-fifths vote at any meeting of the Executive Committee; or by a two-thirds vote, provided a statement of the proposed change had been entered on the minutes at the last meeting.

§ 16. Amendments proposed under the last clause of the tenth section of the constitution shall be first submitted to the Executive Committee.

OFFICERS—1900-1901.

PRESIDENT:

CARL SCHURZ

VICE-PRESIDENTS:

WILLIAM G. LOW
JOSEPH H. CHOATE
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Morse, James H.,	423 Madison Avenue, New York City
Morse, Richard, C.,	130 E. 18th Street, " " "
Mortimer, Richard,	11 Wall Street, " " "
Mosenthal, P. J.,	46 Cedar Street, " " "
Mott, William H.,	Toms River, N. J.
Munro, J. G.,	19 South Division Street, Buffalo
Murray, James B.,	69 Wall Street, New York City
Murray, Joseph K.,	63 Wall Street, " " "
McAlpin, George L.,	9 E. 90th Street, New York City
McAneny, George,	110 W. 84th Street, " " "
McCagg, Louis Butler,	201 Madison Avenue, " " "
McKeen, James,	136 Henry Street, Brooklyn
McKeever, J. Lawrence,	164 Lexington Avenue, New York City
McKelvey, John Jay,	66 Broadway, " " "
McKibben, Gilbert H.,	474 W. Broadway, " " "
McKim, John A.,	18 Wall Street, " " "
McMahon, Fulton,	111 Broadway, " " "
Nadal, Charles C.,	120 E. 17th Street, New York City
Naumberg, Elkan,	6 Wall Street, " " "
Nelson, Henry Loomis,	New Rochelle, N. Y.
Nelson, H. W., Jr.,	Geneva, N. Y.

Nevius, John H. C., ...	420 Broome Street, New York City
Newton, Virginus, ...	Box 906, Richmond, Va.
Nichols, George M., ...	277 Adelphi St., Brooklyn
Nichols, W. N., ...	353 Clinton Avenue, "
Nicoll, James C., ...	51 W. 10th Street, New York City
Nissen, Ludwig, ...	18 John Street, " " "
North, Thomas M., ...	160 Central Park South, " " "
Ogden, Willis L., ...	73 Pierrepont Street, Brooklyn
Olin, Stephen H., ...	32 Nassau Street, New York City
Olyphant, Robert, ...	21 Cortlandt Street, " " "
Opdyke, William S., ...	20 Nassau Street, " " "
Openhym, Adolphe, ...	42 Greene Street, " " "
Orr, Alexander E., ...	102 Remsen Street, Brooklyn
Osborne, Thomas M., ...	Auburn, N. Y.
Packard, Edwin, ...	241 Henry Street, Brooklyn
Parker, Frederick S., ...	32 Garden Place, "
Parrish, Samuel L., ...	44 Broadway, New York City
Parsons, Herbert, ...	111 Broadway, " " "
Parsons, John E., ...	111 Broadway, " " "
Paulding, James Kirk, ...	146 Forsyth Street, " " "
Pauli, H. G., ...	15 S. William Street, " " "
Peabody, George Foster, ...	27 Pine Street, " " "
Peck, George G., ...	18 East 65th Street, " " "
Pedersen, James, ...	29 E. 44th Street, " " "
Pell, Frederick A., ...	51 Wall Street, " " "
Pendleton, Francis K., ...	44 Broadway, " " "
Perrine, William A., ...	91 Centre Street, " " "
Phillips, Lee, ...	247 W. 71st Street, " " "
Phoenix, Phillips, ...	68 Broad Street, " " "
Pierce, Franklin, ...	120 Broadway, " " "
Pierrepont, Henry E., ...	216 Columbia Heights, Brooklyn
Pierrepont, H. E., Jr., ...	216 Columbia Heights, "
Pinchot, Gifford, ...	2 Gramercy Park, New York City
Pope, A. A., ...	Pope Building, Boston, Mass.
Pope, George A., ...	928 St. Paul Street, Baltimore, Md.
Pott, James, ...	Fourth Ave. and 22d Street, New York City
Potter, Frederick, ...	Potter Bldg., " " "
Potter, Henry C., ...	10 Washington Square, East, " " "
Potts, William, ...	229 Lexington Avenue, " " "
Prentice, William P., ...	155 Broadway, " " "
Prenties, George L., ...	41 E. 61st Street, " " "
Pryer, Charles, ...	New Rochelle, N. Y.
Punderford, James A., ...	56 Pine Street, New York City
Putnam, George Haven, ...	27 W. 23d Street, " " "
Putnam, George P., ...	160 Fifth Avenue, " " "
Putnam, Harrington, ...	404 Washington Avenue, Brooklyn
Putnam, Irving, ...	27 W. 23rd Street, New York City
Pyne, Moses Taylor, ...	42 W. 53d Street, " " "

Rand, George C.	107 Wall Street, New York City
Raymond, Charles H.	32 Liberty Street, " " "
Raymond, Rossiter W.	123 Henry Street, Brooklyn
Reynolds, James B.	184 Eldridge Street, New York City
Rice, Edwin T., Jr.	59 Wall Street, " " "
Richards, C. A. L.	144 Benefit Street, Providence, R. I.
Richards, George.	62 Wall Street, New York City
Ritchie, John.	10 Mount Vernon Street, Boston, Mass
Rives, George L.	14 W. 38th Street, New York City
Robb, J. Hampden.	23 Park Avenue, " " "
Rogers, Henry A.	19 John Street, " " "
Romaine, Benjamin F., Jr.	20 Nassau Street, " " "
Romaine, Louis Tyson.	84 Beaver Street, " " "
Roome, W. Harris.	40 Wall Street, " " "
Roosevelt, Theodore.	Executive Mansion, Albany, N. Y.
Root, Elihu.	32 Liberty Street, New York City
Rose, Arthur P.	Geneva, N. Y.
Rosenbaum, S. D.	51 Franklin Street, New York City
Rosenblatt, M. G., (Life).	35 Mercer Street, " " "
Rosenfield, George.	35 South William Street, " " "
Rowe, William V.	52 Wall Street, " " "
Rumsey, Dexter P.	742 Delaware Street, Buffalo, Y. N.
Russell, Charles H.	15 Broad Street, New York City
Saint Gaudens, Augustus.	3 Rue de Bagneux, Paris
Salomon, William.	2 Wall Street, New York City
Sand, Max E.	31 Burling Slip, " " "
Sands, B. Aymar.	31 Nassau Street, " " "
Sands, Phillip J.	15 E. 33d Street, " " "
Sanger, William Cary.	Sangerfield, N. Y.
Sayer, W. Murray, Jr.	398 Washington Avenue, Brooklyn
Schaeffer, Hermann.	644 Broadway, New York City
Scharmann, Hermann B.	170 W. 59th Street, " " "
Schieren, Charles A.	405 Clinton Avenue, Brooklyn
Schnakenberg, D.	6 Hanover Street, New York City
Schumacher, Charles.	50 Exchange Place, " " "
Schurman, Jacob Gould.	Cornell University, Ithaca, N. Y.
Schurz, Carl.	16 E. 64 Street, New York City
Schurz, Carl Lincoln.	229 Broadway, " " "
Schurz, Herbert.	16 E. 64 Street, " " "
Scott, J. F.	407 W. 123d Street, " " "
Scribner, Arthur H.	153 Fifth Avenue, " " "
Scribner, Charles.	153 Fifth Avenue, " " "
Searle, Arthur.	41 Concord Avenue, Cambridge, Mass.
Seaver, Benjamin F.	111 Pierrepont Street, Brooklyn
gedgwick, Arthur G.	115 Broadway, New York City
Seligman, E. R. A.	324 W. 86th Street, " " "
Servou, A. Ralph.	Civil Service Commission, Washington, D. C.
Sexton, Lawrence E.	34 Pine Street, New York City

Shaw, Albert.	13 Astor Place, New York City
Shearman, Thomas G.,	176 Columbia Heights, Brooklyn
Shepard, Edward M.,	111 Broadway, New York City
Sherman, Arnold W.,	265 Henry Street, Brooklyn
Sherman, Frederick, T.,	265 Henry Street, "
Shillaber, William A. Jr.,	1 Broadway, New York City
Sibley, Rufus A.,	362 East Avenue, Rochester, N. Y.
Siedenbergh, Reinhard,	Cotton Exchange, New York City.
Simes, William,	Petersham, Mass.
Sinclair, John,	521 Madison Avenue, New York City
Slicer, Thomas R.,	27 W. 76th Street, " " "
Slosson, Henry L.,	Geneva, N. Y.
Slosson, J. Lawrence,	" " "
Smillie, James D.,	110 E. 38th Street, New York City
Smith, Bryan H.,	79 Pierrepont Street, Brooklyn
Smith, Charles Robinson,	7 Nassau Street, New York City
Smith, Charles Stewart,	26 W. 47th Street, " " "
Smith, Clarence B.,	45 Broadway, " " "
Smith, J. Henry,	10 Wall Street, " " "
Smith, William Alexander	11 Wall Street, " " "
Snow, Henry Sanger,	81 Willoughby Street, Brooklyn
Spahr, Charles B.,	Care "The Outlook," New York City
Stapler, H. B. B.,	67 Wall Street, " " "
Stark, Joshua,	Sentinel Building, Milwaukee, Wis.
Stedman, Edmund C.,	16 Broad Street, New York City
Steers, James R.,	55 Liberty Street, " " "
Steinway, Frederick T.,	53rd Street and Park Avenue, " " "
Sternberger, M. M.,	117 W. 74th Street, " " "
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Stickney, Joseph,	P. O. Box 2379, New York City
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Stoiber, Louis,	722 Broadway, " " "
Stokes, Anson Phelps, Jr., (Life),	229 Madison Avenue, " " "
Stokes, Harold M. Phelps, (Life),	229 Madison Avenue, " " "
Stokes, I. N. Phelps, (Life),	229 Madison Avenue, " " "
Stokes, James,	49 Cedar Street, " " "
Stokes, J. G. Phelps, (Life),	229 Madison Avenue, " " "
Storrs, Richard S.,	80 Pierrepont Street, Brooklyn
Strauss, Albert,	15 Broad Street, New York City
Strauss, Frederick,	15 Broad Street, " " "
Stuart, William C.,	Pasadena, California
Sturges, S. Perry,	305 Washington Avenue, Brooklyn
Sturgis, Russell,	307 E. 17th Street, New York City
Sturgis, Thomas,	138 E. 36th Street, " " "
Stuyvesant, Rutherford,	16 Exchange Place, " " "
Sulzberger, Ferdinand,	45th Street and First Avenue, " " "
Sutro, Frederick Charles,	44 W. 76th Street, " " "
Swan, Lyndon M.,	31 Pine Street, " " "
Taber, John R.,	714 Water Street, New York City

Taft, Henry W.,	40 Wall Street, New York City
Tatham, Charles,	302 Lexington Avenue, " " "
Tatham, Edwin,	82 Beekman Street, " " "
Taylor, Henry Ling,	60 W. 55th Street, " " "
Tausig, Walter M.,	9-15 Murray Street, " " "
Taylor, Thomas Fenton,	81 Nassau Street, " " "
Taylor, William C.,	94 Keap Street, Brooklyn
Terry, Roderick,	160 Madison Avenue, New York City
Terry, Seth Sprague,	126 E. 34th Street, " " "
Thomas, Robert L.,	Fanwood, N. J.
Thompson, Hugh S.,	346 Broadway, New York City
Thomson, William H.,	23 E. 47th Street, " " "
Thurber, Francis B.,	143 Chambers Street, " " "
Tiebout, Charles H.,	31 Grand Street, Brooklyn
Tod, J. Kennedy,	45 Wall Street, New York City
Tomkins, Calvin,	120 Liberty Street, " " "
Tompkins, Hamilton B.,	229 Broadway, " " "
Train, Arthur C.,	28 W. 47th Street, " " "
Trask, Spencer (Life),	27 Pine Street, " " "
Tuckerman, Alfred,	1123 Broadway, " " "
Trenholm, W. L.,	160 Broadway, " " "
Turnbull, George R.,	33 Mercer Street, " " "
Turner, Herbert B.,	22 William Street, " " "
Tweedy, Edmund,	25 Bellevue Court, Newport, R. I.
Uhl, Edward,	P. O. Box 1207, New York City
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Valentine, Henry C., (Life),	57 Broadway, New York City
Valentine, Robert G.,	52 Wall Street, " " "
Vallandingham, Edward N.,	Reform Club, " " "
Vanderpoel, John,	36 W. 39th Street, " " "
Van Dusen, Samuel C.,	39 Cliff Street, " " "
Van Iderstine, Robert,	20 Nassau Street, " " "
Van Ingen, Dudley W.,	135 Henry Street, Brooklyn
Van Ingen, Edward H.,	9 E. 71st Street, New York City
Van Nest, George W.,	32 Nassau Street, " " "
Van Sinderen, Howard,	15 Broad Street, " " "
Villard, Henry, (Life),	145 W. 58th Street, " " "
Villard, Oswald Garrison,	206 Broadway, " " "
Vom Baur, C. M.,	507 Broadway, " " "
Vredenburg, Edward H.,	Powers' Block, Rochester, N. Y.
Warburg, F. M., (Life),	27 Pine Street, New York City
Wadsworth, James W.,	Geneseo, N. Y.
Walker, Hay,	Care of W. & H. Walker, Allegheny City, Pa.
Walker, John,	1231 Western Avenue, " " "
Walker, Samuel C.,	Harbison & Walker, Pittsburg, "
Walker, William,	Care of W. & H. Walker, Allegheny City, "
Wallace, Jackson,	32 Liberty Street, New York City
Wallace, William H.,	66 Broadway, " " "

Wallace, W. J.,	201 W. 80th Street, New York City
Ward, Henry Galbreath,	160 Broadway, " " "
Ward, J. H.,	19 Kenyon Bldg., Louisville, Ky.
Ward, J. Q. A.,	119 W. 52nd Street, New York City
Ward, S. G.,	15 Broad Street, " " "
Warner, John De Witt,	111 Broadway, " " "
Warren, E. Walpole,	823 Madison Avenue, " " "
Warren, George A.,	620 I Street, N. W., Washington, D. O.
Warren, H. Langford,	9 Park Street, Boston, Mass.
Weed, John W.,	62 William Street, New York City
Weeks, E. R.,	3406 Harrison Street, Kansas City, Mo.
Weeks, Rufus W.,	346 Broadway, New York City
Wehle, Theodore,	32 Liberty Street, " " "
Welch, Archibald A.,	Woodland Street, Hartford, Conn.
Welling, R. W. G.,	2 Wall Street, New York City
Wertheim, H. P.,	27 William Street, " " "
Wesendonck, Hugo,	10 W. 88th Street, " " "
Weston, Edward,	P. O. Box 617, Yonkers, N. Y.
Weston, Walter,	584 North Broadway, " " "
Wheeler, A. S.,	511 Sears Bldg., Boston, Mass.
Wheeler, Everett P.,	21 State Street, New York City
Wheeler, James R.,	Columbia College, " " "
White, Alexander M.,	2 Pierrepont Place, Brooklyn
White, Alexander M., Jr.,	158 Columbia Heights, " " "
White, Andrew D., (Life),	American Embassy, Berlin
White, George C.,	P. O. Box 320, New York City
White, Horace,	18 W. 69th Street, " " "
White, William Augustus,	130 Water Street, " " "
Whitehead, Charles E.,	71 Wall Street, " " "
Whitlock, Bache McE.,	59 William Street, " " "
Whitman, Roger,	232 W. 76th Street, " " "
Whitridge, Frederick W.,	59 Wall Street, " " "
Wickersham, George W.,	40 Wall Street, " " "
Wiggin, Frederick H.,	55 W. 36th Street, " " "
Wilcox, Ansley,	298 Main Street, Buffalo, N. Y.
Wilcox, David,	Metropolitan Club, New York City
Wilcox, Franklin A.,	1 Broadway, " " "
Williams, L. L.,	316 W. 78th Street, " " "
Williams, Perry P.,	Produce Exchange, " " "
Wilson, Richard T.,	511 Fifth Avenue, " " "
Wing, Henry T.,	152 Clinton Street, Brooklyn
Winslow, Edward,	P. O. Box 486, New York City
Wise, B. E.,	21 Broad Street, " " "
Wisner, Charles,	Cotton Exchange, " " "
Wisner, H. G.,	18 W. 12th Street, " " "
Wolff, Louis S.,	12 E. 70th Street, " " "
Wood, Walter R.,	17 Broadway, " " "
Woodbridge, Charles E.,	63 Wall Street, " " "
Wright, Jonathan,	73 Remsen Street, Brooklyn

Yale, William Henry, ...	Spuyten Duyvil, N. Y.
Yates, Arthur G., ...	180 So. Fitzhugh Street, Rochester, N. Y.
Yonge, Henry, ...	Hotel Margaret, Brooklyn
York, John C., ...	Huntington, L. I.
Young, J. A., ...	Warrensburg, Mo.
Zabriskie, George, ...	21 Broad Street, New York City
Zerega, Richard A., ...	38 W. 48th Street, " " "

ARTICLES OF INCORPORATION
OF
THE CIVIL SERVICE REFORM ASSOCIATION

[Filed May 11, 1900.]

KNOW ALL MEN BY THESE PRESENTS: That we, the undersigned, being persons of full age and all citizens of the United States, a majority of whom are also citizens of the State of New York, and being now Directors of an incorporated association known as the New York Civil Service Reform Association, and organized for the purposes hereinafter mentioned; being desirous of incorporation for the same purposes under the Membership Corporations Law of the State of New York, do hereby, pursuant to unanimous vote of all the members of the said Association, present and voting at a regularly called meeting thereof, and pursuant to authority given by the said unanimous vote at the said meeting, of which meeting notice of the intention so to incorporate was given personally or by mail to each member of such Association whose residence or Post Office address was known, at least thirty days before said meeting, and at which meeting the corporate name stated in paragraph First was by unanimous vote adopted, do hereby certify as follows:

FIRST.—The name or title by which the Association in which we desire to form ourselves as aforesaid shall be known in law, shall be the Civil Service Reform Association.

SECOND.—The territory in which its operations are to be principally conducted shall be the City of New York.

THIRD.—The city in which its principal office is to be located is the City of New York.

FOURTH.—The objects of the Association shall be to further the establishment of a system of appointment, promotion and removal in the Civil Service, founded upon the principle that public office is a public trust, admission to and retention in which should depend upon proven fitness; and to take such action as may tend to secure the honest and efficient execution of laws and rules relating to the civil service, and to the proper administration thereof.

FIFTH.—The number of its directors shall be twenty-eight.

SIXTH.—The names of the persons to be its directors until its first annual meeting are as follows :

Samuel P. Avery, Truman J. Backus, Henry De Forest Baldwin, Edward Cary, Charles Collins, W. Bayard Cutting, Horace E. Deming, A. S. Frissell, Richard Watson Gilder, Edwin L. Godkin, J. Warren Greene, George McAneny, James McKeen, Jacob F. Miller, Samuel H. Ordway, William A. Perrine, George Foster Peabody, William J. Schieffelin, Carl Schurz, Charles A. Schieren, Thomas R. Slicer, Henry Sanger Snow, Anson Phelps Stokes, S. Perry Sturges, Henry W. Taft, William H. Thomson, Charles W. Watson and Everett P. Wheeler.

In WITNESS WHEREOF we have made, signed, acknowledged and filed this certificate in duplicate.

Dated this Eighth day of May, 1900.

C. SCHURZ,
JACOB F. MILLER,
ANSON PHELPS STOKES,
EVERETT P. WHEELER,
CHARLES COLLINS,
SAMUEL H. ORDWAY,
J. WARREN GREENE,

WILLIAM H. THOMSON,
A. S. FRISSELL,
GEORGE MCANENY,
CHARLES A. SCHIEREN,
SAMUEL P. AVERY,
GEORGE FOSTER PEABODY.

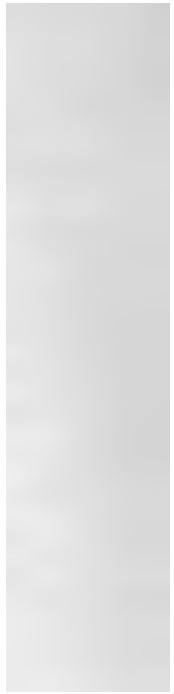
STATE OF NEW YORK, }
COUNTY OF NEW YORK, } ss.

On this eighth day of May, one thousand and nine hundred, before me personally came Carl Schurz, Jacob F. Miller, Anson Phelps Stokes, Everett P. Wheeler, Charles Collins, J. Warren Greene, William H. Thomson, Samuel H. Ordway, A. S. Frissell, George McAneny, Charles A. Schieren, Samuel P. Avery and George Foster Peabody, to me personally known to be the persons described in and who made and signed the foregoing certificate, and severally duly acknowledged to me that they had made, signed and executed the same for the uses and purposes therein set forth.

F. W. HOERSCHGEN,
Notary Public, Kings County. (149)
(Certificate filed in New York County.)

Approved, May 9, 1900.

DAVID LEVINTRITT,
Justice of the Supreme Court of the State of New York.



REPORT
OF THE
Executive Committee
OF THE
New York
Civil Service Reform Association

READ AT THE ANNUAL MEETING, MAY 8, 1901.

WITH APPENDICES.

NEW YORK
PUBLISHED FOR THE
CIVIL-SERVICE REFORM ASSOCIATION
1901

CONTENTS.

Annual Report of the Executive Committee, .	PAGE 5
Annual Report of the Treasurer, . . .	21
Constitution and By-Laws, ...	23
Roll of Officers and Members, ...	31
Articles of Incorporation, ...	51

ANNUAL REPORT

OF THE

Executive Committee of the Civil Service Reform Association.

DURING the past year—the twenty-fourth of its existence—the Civil Service Reform Association has increased its membership, added substantially to its resources, and expanded its work. On May 1, 1900, there were 713 members on the rolls, of whom 58 were in the sustaining class. At the present time there are 768—with 70 in the sustaining class—showing a net increase of 55. It is encouraging to note that the gains in membership, and the consequent increase in the strength, of many of the other local state and city organizations represented in the National League, has been equally marked.

The income of the Association, from all sources, during the year, amounted to \$9,571, and the disbursements to \$9,470. Its offices have been satisfactorily maintained, with some improvement in their equipment. Adequate representation has been provided at Albany during the legislative session; suits have been pressed in the State Courts, where necessary, to secure proper construction or proper enforcement of the law and rules; investigations have been carried on with reference to the actual operation of the rules; and recommendations have been made from time to time, to the proper authorities, for such changes in the system as seemed to be desirable. The Association has continued to contribute its annual quota toward the expenses of the National League—to which is committed virtually all of that part of the work that relates directly to the federal service. In its immediate work, in the State and city, its representatives have been brought in frequent touch with various public officers, particularly with the members of the State and Municipal Civil Service Commissions. Much of the accomplishment they are now able to report may be attributed to the fact that propositions made on the Association's behalf have received from these gentlemen both careful and sympathetic consideration, and that their courtesy has been unvarying.

It has been the custom, in presenting the annual report, to

review briefly those matters relating to the work of the Association, or to the general progress of the civil service reform movement, that are of conspicuous interest. In referring to conditions in the Federal Service, account must still be taken of serious losses not as yet repaired :

THE FEDERAL SERVICE.

The facts concerning these conditions were set forth in the reports of the National League, presented at its annual meeting in December last, and published immediately thereafter. A further series of reports, giving the results of specific investigations with reference to these matters, made by Committees of the League, is about to be issued. It will not be necessary, therefore, to give any detailed review of them here.

It may be said, generally, that in every branch where the reform law has been faithfully administered it has continued to produce most satisfactory results. But in many branches—as the League is showing—it has not been faithfully administered, and in these, and among offices withdrawn from the competitive schedule by the President's order of May 29, 1899, the results, in the judgment of advocates of civil service reform, are very far from satisfactory. The changes made by the order referred to, in the terms of the rules, whereby appointments to classified positions through other means than competitive examination are facilitated, must also be counted as extremely unfortunate.

The disposition of Congress to exempt from the operation of the law important classes of positions that it has created during the past two years, is a cause for further regret. These classes have included the additional clerical employees required in the War and Treasury Departments, because of the war with Spain, to the number of about 1,500, and the 3,500 clerks employed at the Washington headquarters of the Census Bureau. In neither of these cases was the exception in any degree necessary, as the Civil Service Commission stood ready to furnish as many qualified persons as might be needed; and in each case the pledge to extend the operation of the civil service law, "wherever practicable", was disregarded. Had promptness in filling the positions been an important object, the Commission, moreover, might have presented qualified

candidates in far less time than was actually taken in getting them through the agency of members of Congress.

It has been estimated that the number of persons appointed without examination to positions properly classifiable, since May 1, 1899, through the various means afforded by the President's order, or through the action of Congress, has been considerably in excess of the number actually appointed in the manner the civil service law intended—laborers or mechanics in each case excepted. In some branches, as, for example, in the Internal Revenue Service, competitive appointments are almost the exception, instead of the rule.

In the local federal offices, in New York City, appointments from eligible lists, at least, seem to be regularly made, though it is freely reported that positions in the unclassified labor service are used—notably in the Surveyor's Department—either to get in surreptitiously persons intended for assignment to classified work, or to promote the purposes of outside "politics." How far these reports are true the Association cannot ascertain, for the reason that the Secretary of the Treasury has denied it permission to copy or even to examine the list of public employees in these departments. The possession of this simple preliminary information is, naturally, quite essential to an investigation as to the facts, and such an investigation, therefore, for the present at least, cannot be made. In the New York Post Office, promotions are still made arbitrarily and are not governed by any examination or competitive record system. The recommendation made by the Association to the United States Civil Service Commission that such a system be established, has, however, been given consideration and it is expected that definite action on it, will shortly be taken.

The annual report of the Commission, which, when issued, will be mailed as usual to members of the Association, has been delayed somewhat owing to the death of Commissioner Brewer, and the serious illness of Commissioner Harlow. The President has appointed as the successor of Mr. Brewer, former Congressman W. A. Rodenberg, of Illinois, who, in the past, has been frankly opposed to civil service reform, having, in 1900, with seventy other members of the House, who were willing to be so recorded, voted against the annual appropriation for the support of the Commission's work.

As matters of further interest, we may report that Congress, at its late session, rejected the proposed bill to extend the preference in classified appointments to all army veterans—a measure that had been opposed by the National League—and that the law and rules for the government of the Civil Service in the Philippine Islands, which were framed by the Taft Commission, and which are drawn on approved lines, were placed in effect in January last. The hope that a similar system would be extended to Porto Rico has so far been disappointed.

It may be said, in concluding this subject, that what is most to be deplored as to the federal service is not the mere failure to extend the operation of the civil service law, “wherever practicable”, nor even the exemption of a large number of places from the competitive system, but the fact that in many branches the law as it stands is not faithfully enforced, and that many new means have been provided for circumventing it, which, if not corrected, cannot fail ultimately to undermine the whole merit system and in a most dangerous degree to demoralize the service. Under such circumstances it is more than ever a duty to give to the public the exact truth, as to the existing state of things, and to renew with increased vigor our appeals to the enlightened public opinion of the country.

NEW YORK STATE.

While a number of difficult questions of construction arose under the new State civil service law of 1899, during the earlier period of its operation, these gradually have been determined, either by the Courts or by the Civil Service Commission, and the system is now on a much better and more settled basis. The most important question remaining is as to the proper effect to be given to the section of the act (Sec. 12) relative to exemptions from competitive examination. The deputies of principal executive officers authorized by law to act generally for and in place of their principals, the secretaries of Boards or Departments, and one clerk and one deputy clerk, where authorized by law, in each Court, or of each elective judicial officer, are exempted in terms. The section then provides that “in addition thereto there *may* be included in the exempt class all other subordinate offices for the filling of which competitive or non-competitive examination may be found to be *not practicable*.” The Association has contended that the test of practicability in this sense is actual experience, that no

position should be exempted of a class for which examinations are successfully held in the federal service or elsewhere, or for which, under our own law, competition has not actually been tried before a ruling is made that it is not practicable. The allowance of exemptions continues, however, to be a large one, and the tendency is to increase rather than to diminish it. In the State service on January 1, 1900, there were 374 positions in this schedule, compared with 2660 in the competitive—or about 12½ per cent. In the New York City service the proportion is also excessive, more than 100 exemptions being allowed in the office of the Comptroller alone. Experience has shown that, no matter how plausible the reasons advanced therefor, the purpose, in ninety per cent. of the cases in which exemptions are asked, is to give a place to some particular candidate, who is favored either for personal or for political reasons. The exempt schedule is, in brief, a survival of the patronage system, to the degree in which it is permitted to stand, and so it is certain to remain, so long as it is not more closely restricted. The Association has from time to time urged upon the State Commission the importance of more strictly construing the section of the law referred to, and it will again present the matter, on the completion of investigations it is now making in reference to the actual character of those “exempted” appointments more recently made.

The most important changes made in the State civil service rules during the year have been: (1) in the rule governing certifications, so as to allow the selection of a candidate from among the highest three on the eligible list, instead of requiring the selection of the first; this to conform with the decision of the Court of Appeals in the case of Balcom, mentioned in the last report; and, (2) in the rule permitting persons certified to decline appointment, so as to take the names of such persons permanently from the lists unless their reasons for declining are shown to be proper; the purpose of this being to check the waiving by eligibles of the right to appointment, under the inducement of interested parties, in order to allow the appointing officer to reach names lower on the lists. The rule governing certification is so framed, however, as to restore to the lists the names of eligibles passed over, and to give them the right to a second or third certification, so that the

actual range of selection from any given list can not be greater than the selection of three names from five.

A decision of the Court of Appeals in the case of *Perceval v. Cram*, in which the Association was represented by counsel, renders void the rule requiring the statement of reasons in cases of removal, and the granting of an opportunity for an explanation, (for which there was no express authority in the law), in so far as it had been applied to offices or positions statutory in their character, that is, to such as are especially mentioned in or established by any legislative act. The Court did not, however, apply this ruling to the general run of offices, not statutory, and in the case of these the rule, so far as can be ascertained, is still enforced. In the case of New York City it has been made legislative by incorporation in the revised city charter, and will have there a general application, to all competitive positions, whether statutory or not.

A number of other suits brought by the Association to test particular questions are still pending.

The State Commission has made very substantial progress in improving conditions in the smaller cities of the State, through its system of periodical inspection, inaugurated a year or more ago. It has also completed the classification of the service of the five counties having a city of the first class wholly or partly within their limits—to wit, New York, Kings, Queens, Richmond and Erie. The rules applying to these counties went into effect on June 16 last. They do not cover employees paid from fees, but bring in, all told, about 900 positions not previously classified, of which number 580 are in New York County and 236 in Kings. In New York, in particular, the reform was badly needed. In the Register's Office the abuses due to the employment of incompetent clerks have been a public scandal for years, and the subject of more than one official investigation. Of the 172 positions in this office all but three can be filled in future through competitive examination only.

The State Commission was reorganized in January of the present year, Governor Odell having removed from office Col. Silas W. Burt, at that time the Commission's president. The Governor did not state the reasons for his action, although he assured Col. Burt that they affected neither his character nor his personal fitness for the office. The members of this Associa-

tion, who are familiar with the services of Col. Burt as Commissioner, and who have appreciated their value both to the State and to the cause of civil service reform, very naturally received the announcement of his retirement with surprise, and with very profound regret.

The Governor has appointed to the vacancy in the Commission Mr. John E. Kraft of Kingston. Commissioner Collier, who was appointed early in the term of Governor Roosevelt, has been chosen as president.

MEASURES IN THE LEGISLATURE.

A greater number of bills affecting in one way or another the administration of the civil service law were introduced at the late session of the Legislature than at any previous session since the original law was passed. More than seventy of these were placed on the files of the Association, and were the subjects of daily reports from its Albany agent. After careful examination by the Secretary or his assistants and, in the case of the more important, by the Law Committee, those found to be of an objectionable nature, comprising fully nine-tenths of all, were opposed at each stage of their progress. It is gratifying to report that one only among the bills of this class—and that one of relatively trifling consequence—has become a law.

On the other hand, measures that will improve the existing civil service system or extend its area, and that were approved by the Association, have been successfully passed.

Governor Odell, in his inaugural message to the Legislature, recommended the enactment of a law to regulate removals that would give force to the rule partly set aside by the Court of Appeals in the Perceval case. A bill to give this recommendation effect was drafted by the Law Committee of the Association and introduced in the Legislature early in January. Hearings were given on it by the Assembly Judiciary Committee, to which it was referred, but, though it was reported twice with slight amendments, when recommitted the second time remained in the Committee. The provision affecting removals in the New York City service contained in the revised charter is, however, substantially similar, and there is little doubt that the Governor's recommendation aided in securing the passage of this.

A bill prepared by the Senate Finance Committee, and introduced by the chairman of the Committee, Mr. Higgins, provides for the arrangement of all clerical positions in the State service in numbered grades, and for original appointments so far as practicable to the lowest of these, with subsequent advancement, after a prescribed minimum term of service, through promotion examinations only. Stated salaries are fixed for each grade, and all existing salaries are to be adjusted to the nearest of these by October next. This bill the Governor has signed. Its effect should be excellent. The service at the present time is not systematically arranged. The same grades of work are paid for at widely varying rates, and the grouping of employees in classes for the purposes of examination for promotion is in many departments quite impracticable. This bill applies as yet to the State service only, though the city is greatly in need of a similar system. The bills to do away with the enormous fees now paid to the Sheriff, Register and County Clerk in Kings County and to place these offices on a salaried basis, which have also been signed by the Governor, were amended in Committee at the instance of the Association, so as to provide in terms that all subordinate appointments made under them "shall be subject to the civil service law and rules." The passage of these bills not only corrects some of the most flagrant of the abuses incidental to the fee system, but brings these offices—with about 90 employees—for the first time under the civil service rules. So long as the subordinates were paid from the fees collected they remained in the exempt class.

The bills opposed by the Association were principally of the following classes: (1) to exempt particular positions or classes of positions from the operation of the law, (2) to extend the preference in appointments to veterans of the Spanish-American War or of the war in the Philippines, (3) to exempt veterans from the requirements for probationary service, (4) to provide retirement funds for civil employees, (5) to give to employees in certain departments greater protection against removal than regard for the interest of the service and the proper maintenance of discipline should allow, (6) to permit promotions in the uniformed forces, without examinations, for individual acts of "bravery," the merits of each case to be determined by the head of the department, (7) to restore to

their positions persons ousted because of appointments made in violation of the law, and (8) to permit payments of salary to particular persons who were appointed or retained in violation of the law and who had been unable, therefore, to secure payment in the regular manner. The one bill, among all of these, that has been signed was of the last named class. The others were defeated at various stages, mainly in the Committees, where briefs were filed in each case, or hearings had. Several were reported, but left in either house on the order of second or third reading, one was beaten in the Assembly on the order of final passage, two were vetoed by the Mayor and nine were vetoed by the Governor.

THE CHARTER AMENDMENTS.

The amendments to the City Charter affecting the civil service system are of far more importance than has generally been supposed. That this is true will readily appear from the following brief statement of their provisions:

(1). Sections 123 to 126 inclusive, of the former charter, which comprised a separate civil service statutory system for the city, and which, though now virtually obsolete, were the subject of so much litigation two years ago, are repealed. In their place is substituted a single general section providing merely that all appointments, promotions and changes of status in the public service of the city shall be made in the manner prescribed by the Constitution, and in accordance with the general State civil service law.

(2). Section 125 is amended so as to give to the Municipal Civil Service Commission the same power to make investigations concerning matters touching the enforcement and effect of the civil service law, in so far as it applies to the city, that the State Commission now has, and authorizing it to subpoena and require the attendance of witnesses, and the production of books and papers wherever necessary. This section will greatly increase the power of the Municipal Board to investigate complaints of evasion of the law, and to enforce strictly the general provision that any person found occupying a position to which he has not been appointed in full compliance with the rules, shall be denied payments of salary.

(3). Section 288, governing promotions in the Police Department, is so amended as to make more imperative

the requirement for competitive examinations in such cases, and so as to permit the recognition of individual acts of personal bravery as one element of meritorious service, the relative rating therefor to be fixed by the Municipal Commission. The effect of this will be to put a stop to the growing practice of promoting officers without examination on grounds of personal bravery alone. The ability to command, which is or should be the primary qualification for the higher positions, has not been considered in such cases. It is, of course, proper that bravery should be considered, but as one element *only*, as this section will now require. Section 790, relating to the Fire Department, is amended in the same manner.

(4). Section 1543 contains a number of exceedingly important changes. The first of these is that relating to removals. Under the old charter it was provided that "no regular clerk or head of a bureau" should be removed until he had been allowed an opportunity for making an explanation, and until the true grounds therefor had been entered upon the records of the department. As amended, this protection is extended to "any person holding a position in the classified Municipal civil service subject to competitive examination", and it is further required that a copy of the reasons in each case shall be filed with the Civil Service Commission.

(5). There is added to Section 1543 a provision that whenever in any department or institution, an office or employment is abolished or made unnecessary, or whenever the number of such offices or positions of a certain character is reduced, the person or persons legally holding them shall be deemed to be suspended without pay, and shall be entitled to reinstatement in the same position, or in any corresponding or similar position, if within one year thereafter there is need for his or their services. In order to give effect to this provision, the Civil Service Commission is required to keep in its office a list of such suspended employees, and to certify persons for reinstatement therefrom in the order of their original appointment, before making certifications from any other list. This will put an end to the practice of "abolishing" offices in order merely to get rid of the persons holding them and to permit the appointment of others in their places immediately or shortly afterward—a practice that in the past has been one of the most serious obstacles to proper enforcement of the law.

These several amendments were drafted by the Law Committee of the Association, in co-operation with Mr. Mason of the Municipal Civil Service Commission, who was also a member of the Revision Commission. They were passed by the Legislature without a single change either in their form or in their substance.

The only amendment injurious to the system that the revised charter contains is that relating to the appointment of detective-sergeants in the Police Department (Section 290). This allows the Police Commissioner the right to assign patrolmen or roundsmen as detective-sergeants without examination, and gives to the men so assigned the full rank of Sergeant, with the right to compete, without further tests, for promotion to Captain. While this method of selecting men for detective work is no doubt theoretically correct, such selections should not necessarily be permanent, and should not be treated as fixed promotions, placing the men in line, without examination as to their general qualifications, for further promotion to positions of command. It is believed that the section in question, in this respect, is unconstitutional, and the Law Committee will contest the first appointment made under its terms.

PRESENT OPERATION OF THE MUNICIPAL RULES.

Regarding the present operation of the city civil service rules, it may be said that very few open violations of their requirements have occurred during the past year. The number of evasions and violations of the spirit of the law continue, however, to be very numerous. The gentlemen composing the Municipal Commission are lawyers in active practice, who receive no salaries from the city, and who find it difficult to give sufficient time to the details of a service embracing forty thousand classified employees. They have never countenanced infractions of the law, and have shown their zeal in taking active measures to prevent them whenever called to their attention. Their power to stop payment of salary to any person whose appointment or promotion has not been regular would, if stringently applied, go very far toward ending all the abuses still existing. They have been hampered by a lack of power to make direct and independent investigations, and thus to secure evidence in these matters, but this lack, as

has been pointed out, will be met in the future by provisions of the revised charter.

The most flagrant of the abuses demanding attention is that of appointing persons without competitive examination, either through the Labor Bureau, or through "exempted" positions, and subsequently assigning them to positions subject to examination, having higher duties and higher salaries. The law requires each head of a department to certify, in submitting pay-rolls for audit, that the persons named in them are performing the duties actually described by their titles. This requirement is, however, disregarded with impunity. In the Dock Department, for instance, a former Section Superintendent who was ousted from that position, and from a salary of \$2,500 a year, because he had not passed the examination for it, is now on the rolls as a "Foreman of Dockbuilders", to which he was appointed through manipulation of the Labor Bureau rules, with the salary of \$2,500 unchanged, although every other Foreman of Dockbuilders is paid uniformly at \$4 per day, less than half of that amount. Again, in the Department of Public Buildings, Lighting and Supplies, the failure of the Commission to take prompt and final action on a similar complaint, in regard to "laborers" appointed as Court Janitors, over the heads of those on the regular list for that position, has led to the appointment of at least two altogether unnecessary men, and a consequent padding of the pay-roll by \$1,800. To check this particular abuse, some further amendment of the rules seems also necessary.

The examination papers set by the Municipal Commission have proved, on the whole, most satisfactory tests. An exception to this rule has been the examinations for promotion, which generally are so limited in their scope as to permit the appointing officer, in many cases, practically to dictate the promotion. It must be added, moreover, that the number of appeals from the markings of the examiners that the Commission has granted, has been so great as to lead to lack of confidence in the stability of the system of marking. During the year recommendations have been made on behalf of the Association for a plan for handling these appeals, which shall be just and expeditious, but this has not commended itself to the Commission.

One of the inevitable results of the evasion of the muni-

cial rules that apparently is so prevalent, is that the most desirable class of candidates is discouraged from entering the competitions. Although the examinations are fair there is a lack of confidence in the ability of a man who depends on his proven fitness alone to secure appointment, and this will be the case, no doubt, so long as the present decidedly unsympathetic city government is in power.

PROMOTIONS IN THE POLICE DEPARTMENT.

The Association, during the year, has made various investigations regarding the municipal service, the results of which will be published later. The most important of these, that concerning the recent promotion of certain sergeants to the grade of captain in the Police Department is, however, nearing completion. Up to October last, no promotions whatever had been made in these grades, as the result of examination, since the Greater New York consolidation. Vacancies existed in a large number of captaincies, but these had been filled—in some cases for two years or more—by sergeants “temporarily” assigned to captain’s duties by the Police Board. Although these officers continued to draw the pay of the lower grade they enjoyed all the powers and privileges of the higher, and seemed not discontented. The holding of an examination to secure eligibles for permanent promotion was delayed indefinitely. The Civil Service Board was not asked to proceed with such an examination until April 20, 1899. Under the rules twenty-five per cent. of the rating of candidates was to be based on a written examination covering their knowledge of laws and ordinances, the rules of the Department, city localities, and the elements of composition and report writing, while the remaining seventy-five per cent. was to be based on the comparative qualifications of those competing, their seniority and their conduct, as shown by the actual records of the Department. The data for the marking on these subjects was required to be furnished by the Police Board. The written examinations were held in October, 1899. More than a year then elapsed before the ratings of the Police Board were completed and sent to the Examiners. This was in November, 1900. An eligible list was then prepared from which sixteen appointments were made on December 27, and three

during the month following. The appointees included thirteen out of fourteen of the men who had been acting on assignments. As the result of inquiries the officers of the Association became satisfied that the rating of the candidates for "record" was not made in accordance with the law, that candidates favored by the Police Board were arbitrarily given high marks, while others with excellent records were rated low, and that through this means the appointments were openly divided between the four Commissioners on some basis arranged by them. On December 29 a letter was addressed on behalf of the Association to the State Civil Service Commission, asking that it make a formal investigation into the matter. On February 11, a second letter was sent to the Commission specifying the Association's charges in detail. The Commission, which has the same powers of investigation as a Committee of the Legislature, acted favorably on this, and commenced an inquiry, sitting at the offices of the Municipal Commission, on April 11, with Samuel H. Ordway acting as its counsel. During this and the two subsequent sessions, the members of the former Police Board and many other witnesses were examined, and exhaustive evidence was taken. It is expected that the inquiry will be resumed on May 17. The Law Committee, under the supervision of which the case was prepared, feels thoroughly satisfied with the results to the present time. It need only be added that the Committee has instructions to employ every legal means within its power to secure the setting aside of the examination and ratings in question, and the prompt annulment of the promotions that have been made.

In conclusion, the Executive Committee desires to thank the members of the several standing committees for the very valuable aid given by them during the year, and especially those members of the Law Committee and others, who have assisted the Association's cases in Court, giving their professional services, in each case, gratuitously. Mr. Ordway, chairman of the Law Committee, has added to the Association's many obligations to him, by filling the position of Counsel in the pending investigation of police promotions, an office the performance of which has taken a great deal of his time and involved much labor.

We acknowledge also, with grateful appreciation, the aid given by the Women's Auxiliary to the Association, which has not only continued to make liberal contributions to our funds, but which has employed part of its means in interesting women's organizations throughout the country in the advancement of civil service reform, and in carrying on, incidentally, an educational work of very distinct value.

The Executive Committee recommends, especially, in view of the growing importance of the Association's work, and of the need of adding still further to its resources, that active support be given to the Membership Committee in its work of recruiting, planned for the coming year, and that individual members, so far as practicable, lend their personal co-operation.

Respectfully submitted,

JACOB F. MILLER,
Chairman.

GEORGE McANENY,
Secretary.

TREASURER'S ANNUAL REPORT.

May 1, 1901.

Balance on hand, as per report of May 1, 1901..... \$ 47.03

RECEIPTS:

From Annual Dues.....	\$2,972.50	
" Sustaining Membership Dues.....	1,335.00	
" Subscriptions.....	2,367.15	
" The Women's Auxiliary.....	750.00	
" Bequest of Dorman B. Eaton.....	1,500.00	
" The New York State C. S. R. League	137.34	
" Pamphlets sold.....	3.01	
" Interest on Deposits.....	6.41	9,571.41
		\$9,618.44

DISBURSEMENTS:

Proportion of Salary of Secretary.....	\$3,575.00	
" " " " Asst. Secretary.....	600.00	
Clerk hire.....	1,382.57	
Legislative Agent.....	125.00	
Rent of Office.....	775.00	
Printing.....	431.64	
Postage and Stamped Envelopes.....	285.60	
Traveling Expenses.....	106.03	
Expenses of Litigation.....	122.15	
Telephone Service.....	131.17	
Office and Miscellaneous Expenses.....	443.73	
Expenses of Incorporation.....	31.15	
Subscriptions to "Good Government".....	356.03	
" " the National Civil Service		
Reform League.....	1,125.00	9,470.07
Balance on hand April 30, 1901.....		\$148.37

E. & O. E.

A. S. FRISSELL,
Treasurer.

ORGANIZATION
OF
THE CIVIL SERVICE REFORM ASSOCIATION
(OF NEW YORK.)

CONSTITUTION.

ARTICLE I.

The name of this organization shall be The Civil-Service Reform Association.

ARTICLE II.

The object of the Association shall be to establish a system of appointment, promotion, and removal in the Civil Service, founded upon the principle that public office is a public trust, admission to which should depend upon proven fitness. To this end the Association will demand that appointments to subordinate executive offices, with such exceptions as may be expedient, not inconsistent with the principle already mentioned, shall be made from persons whose fitness has been ascertained by competitive examinations open to all applicants properly qualified, and that removals shall be made for legitimate cause only, such as dishonesty, negligence, or inefficiency, but not for political opinion or refusal to render party service; and the Association will advocate all other appropriate measures for securing integrity, intelligence, efficiency, good order, and due discipline in the Civil Service.

ARTICLE III.

The Association will hold meetings, raise funds, publish and circulate appropriate information, correspond and cooperate with associations organized elsewhere for the objects set forth in this Constitution, and support all executive and legislative action which promote its purposes.

ARTICLE IV.

The conditions of membership shall be wholly independent of party preference. Questions shall not be discussed in

the debates or in the publications of the Association upon party grounds. Neither the name nor influence of the Association shall be used on behalf of any party, or for procuring office or promotion for any person. But nothing in this article shall be construed to prevent the Association from opposing any candidate when in its opinion, or in that of three-fourths of the members of the Executive Committee, such course is demanded by the objects of the Association.

ARTICLE V.

There shall be a President, to be elected by the Association at the annual meeting, who shall perform the usual and prescribed duties of that office. He shall be, ex-officio, a member of all committees, with a casting vote only, and he may call special meetings of the Executive Committee whenever he thinks it necessary, and, with the assent of two members of the Executive Committee, special meetings of the Association.

There shall be ten Vice-Presidents, to be annually elected by the Association.

There shall be a Treasurer and Secretary, who shall perform the usual and prescribed duties of such officers. They shall be respectively appointed by the Executive Committee, and may be removed by them. The Treasurer shall be, ex-officio, a member of the Finance Committee of the Association.

There shall be an Executive Committee of twenty-five members, to be elected annually by the Association. Subject to these articles, the Executive Committee shall manage the affairs of the Association, direct and dispose of its funds, and from time to time make and modify by-laws for the Association and for its own action. The Executive Committee shall keep a record of its proceedings, and shall make a report to the Association at the annual meeting. No appropriation of money by the Executive Committee beyond the amount in the hands of the Treasurer at the time shall bind any member of the Association, excepting those members of the Executive Committee who shall vote for it. Vacancies in the Executive Committee may be filled by the President for the remainder of the term. Other vacancies may be filled by the Executive Committee.

All the officers of the Association and members of the several Standing Committees shall be, *ex-officio*, members of the Executive Committee.

ARTICLE VI.

Each officer of the Association shall continue to hold office until his successor has been selected and is ready to enter upon the duties of the office.

ARTICLE VII.

There shall be an annual meeting of the Association on the second Wednesday of May, at which officers shall be elected for the ensuing year, and other appropriate business may be transacted; except in the year 1898, when the annual meeting shall be held on the second Wednesday of January.

ARTICLE VIII.

Any person may be proposed in writing for membership by any member of the Association, and shall be admitted upon approval of the Executive Committee. Members failing to pay their dues may be dropped from the roll by the Executive Committee.

ARTICLE IX.

The annual dues of each member shall be \$5, payable on the 1st of May, and each member shall receive the annual report and all other publications of the Association. Sustaining members, on payment of twenty-five dollars annually, and Life members, exempt from annual dues on payment of one hundred dollars, may be elected by the Executive Committee at any regular meeting thereof.

ARTICLE X.

All provisions of this Constitution, except those relating to the rights of members, and the term of officers, may be suspended or amended by a vote of two-thirds of the Executive Committee, subject to the approval of the Association by a two-thirds vote of the members present either at the annual meeting or at a special meeting duly called. Due no-

tice shall be given before any such annual or special meeting that the approval of the Association will, thereat, be asked for such action of the Executive Committee, and the notice shall clearly state the effect of such suspension or amendment in the text of the Constitution. Any member of the Association may propose amendments to the Constitution, which may be approved under the same conditions.

BY-LAWS.

FOR THE GOVERNMENT OF THE ASSOCIATION AND ITS COMMITTEES.

§ 1. The Annual meeting of the Association shall be held at such hour and place as the Executive Committee shall designate. The election of officers shall be by ballot, but any member not present may declare his vote by letter to the Secretary and it shall be counted.

§ 2. The meetings of each committee, unless otherwise especially provided for, shall be at half-past eight P. M., at which time the chairman shall direct the call of the names of its members and the Secretary shall record the names of those present and others as they appear.

§ 3. The order of business, before each committee shall be:

1. The reading and correction of the records of the last meeting.
- And, thereafter, unless otherwise ordered, as follows:
2. Any statement due from the Treasurer.
 3. Unfinished business from the last meeting.
 4. Report from the Secretary's office.
 5. Reports of standing committees.
 6. Reports of special committees.
 7. Proposals of new members and their election.
 8. Miscellaneous business.

§ 4. Regular meetings of the Executive Committee shall be held on the second Wednesday of every month except July and August, but if that day be a holiday, then on the third Wednesday. Ten members of the Executive Committee shall constitute a quorum.

§ 5. Neither in the meetings of the Association nor of any committee shall any member speak more than once on any motion nor more than ten minutes at one time, without unanimous consent, nor shall any person, or his actions, be characterized on party grounds.

§ 6. Special meetings of any committee may be called by its chairman or by any three members, and due notice thereof shall be given by the Secretary.

§ 7. All notices to a member shall be sent to his address filed with the Secretary.

§ 8. On the demand of one-fifth of the members present, at any meeting of the Association or of a committee, the ayes and nays shall be called and recorded on any motion.

§ 9. All committees shall be appointed by the chair unless their selection shall be otherwise provided for.

§ 10. At each regular meeting of the Executive Committee, it shall be the duty of the Treasurer to make a statement of the amount of money in the treasury and of the place of its deposit, and at the annual meeting, he shall state the source of all moneys received and the use made of the same during the past year.

§ 11. The Secretary shall keep a record of the proceedings of the Association and of the Executive Committee, and perform the other duties assigned him.

§ 12. Without the consent of three-fourths of the members present, no vote which will declare or fill a vacancy or elect a member of the Association shall be deemed carried, at the same meeting in which it was first moved.

§ 13. It shall require a vote of two-thirds of the members of the Executive Committee present to pass any vote under which more than \$100 will be appropriated or the Association be pledged for more than that amount, and the Executive Committee alone shall have authority to create any charge upon the funds of the Association. But neither said committee nor any officer or officers of the Association shall be authorized to create a personal liability against any members but themselves.

§ 14. There shall be the following Standing Committees, of seven members each, which shall be selected annually by the Executive Committee:

(1) A Law Committee, whose duty it shall be to consider all legislation affecting the civil service, to promote such as may be approved, and to oppose such as may be disapproved by the Executive Committee, and to prepare and recommend

such amendments to the law as in their opinion will advance the purposes of the Association. The Law Committee shall have power to represent the Association in any legal proceedings which may be necessary in order to maintain or enforce the laws affecting the State or Municipal civil service.

(2) A Finance Committee, whose duty it shall be to devise and carry into effect, subject to the direction of the Executive Committee, suitable measures for raising funds, and to supervise and report upon the income and expenditures of the Association. The Finance Committee shall, in advance of each annual meeting of the Association, appoint an Auditing Committee from among its members, whose duty it shall be to examine all vouchers and audit the accounts of the Treasurer, and to report thereon at the annual meeting.

(3) A Publication Committee, whose duty it shall be to prepare and recommend matters suitable for publication by the Association, and to take charge of the printing and distribution of whatever may be ordered printed.

(4) A Committee on Correspondence, whose duty it shall be to promote the objects of the Association through correspondence and co-operation with other organizations.

(5) A Committee on Examinations, whose duty it shall be to consider and recommend suitable methods of examination for admission to and promotion in the public service, and to investigate and report on the conduct of such examinations.

(6) A Committee on Membership, whose duty it shall be to devise and carry into effect measures for increasing the membership of the Association.

Each Standing Committee shall be competent to fix the number of its own quorum; but such quorum shall in no case be less than three.

§ 15. These By-Laws may be amended, or new By-Laws added, by a four-fifths vote at any meeting of the Executive Committee; or by a two-thirds vote, provided a statement of the proposed change had been entered on the minutes at the last meeting.

§ 16. Amendments proposed under the last clause of the tenth section of the constitution shall be first submitted to the Executive Committee.

OFFICERS—1901-1902.

PRESIDENT:

CARL SCHURZ

VICE-PRESIDENTS:

JAMES C. CARTER
D. WILLIS JAMES
WILLIAM G. LOW
LEVI P. MORTON
ALEXANDER E. ORR

THEODORE ROOSEVELT
ELIHU ROOT
EDWARD M. SHEPARD
OSCAR S. STRAUS
ALFRED T. WHITE

SECRETARY:

GEORGE McANENY

ASSISTANT SECRETARY:

ELLIOT H. GOODWIN

TREASURER:

A. S. FRISSELL

EXECUTIVE COMMITTEE:

JACOB F. MILLER, *Chairman*.
SAMUEL P. AVERY
TRUMAN J. BACKUS
HENRY DE FOREST BALDWIN
WILLIAM BROOKFIELD
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Keppler, Rudolph, ...	25 Broad Street, " " "
Kernan, John D., ...	37 Liberty Street, " " "
Kick, Ludwig, ...	Passaic, N. J.
Kidder, Camillus G., ...	33 Nassau Street, New York City
Kidder, Edward H., ...	89 Remsen Street, Brooklyn
Kimball, A. R., ...	Orange, N. J.
King, William F., ...	346 Broadway, New York City
Kinnicutt, Francis H., ...	59 Wall Street, " " "

Kinnicutt, Francis P., ...	42 W. 37th Street, New York City
Kirchoff, Charles, ...	232 William Street, " " "
Kissell, Gustav E., (Life), ...	54 Wall Street, " " "
Kohler, Max J., ...	119 Nassau Street, " " "
Klupfel, Charles, ...	5 Broadway " " "
Knauth, Antonio, ...	233 West 70th Street, " " "
Klein, Isaac H., ...	141 Broadway, " " "
Kuhne, Percival, ...	13 William Street, " " "
Kunhardt, Henry R., ...	124 W. 74th Street, " " "
Laimbeer, Francis E., ...	206 Broadway, New York City
Lambert, William B., ...	Highland Avenue, Cambridge Mass.
Lambert, William S., ...	Produce Exchange, New York City
Lansing J. Townsend, ...	83 State Street, Albany, N. Y.
Larocque, Joseph, ...	P. O. Box 2911, New York City
Larremore, Wilbur, ...	82 Nassau Street, " " "
Lawrence, Cyrus J., ...	15 Wall Street, " " "
Lawrence, Richard H., ...	15 Wall Street, " " "
Lea, Henry Charles, ...	2000 Walnut Street, Philadelphia, Pa.
Learned, James E., ...	83 E. 55th Street, New York City
Leavens, George St. J., ...	73 Bible House, " " "
Leavitt, J. Brooks, ...	111 Broadway " " "
Leaycraft, J. Edgar, ...	1507 Broadway, " " "
Ledoux, Albert E., ...	9 Cliff Street, " " "
Lee, W. H. L., ...	20 Nassau Street, " " "
Le Gendre, William, ...	59 Wall Street, " " "
Lehmaier, Louis A., ...	78 Beekman Street, " " "
Lent, Edward B., ...	70 Lee Avenue, Brooklyn
Levi, Joseph C., ...	140 Nassau Street, New York City
Lewis, August, ...	151 Greene Street, " " "
Lewis, Richard V., ...	180 W. 42d Street, " " "
Lewisohn, L., ...	81 Fulton Street, " " "
Lindsay, Alexander M., ...	373 East Avenue, Rochester, N. Y.
Lockwood, Benoni, ...	56 Irving Place, New York City
Loeb, Morris, ...	118 W. 72d Street, " " "
Logan, Walter S., ...	617 Fifth Avenue, " " "
Loines, Stephen, ...	26 Garden Place, Brooklyn
Lord, Franklin B., ...	49 Wall Street, New York City
Lounsbery, Richard P., ...	15 Broad Street, " " "
Lovell, Joseph J., ...	563 Manhattan Avenue, Brooklyn
Low, C. Adolph, ...	41 Liberty Street, New York City
Low, William, G. Jr., ...	58 Remsen Street, Brooklyn
Lowndes, James, ...	1505 Pennsylvania Avenue, Washington, D. C.
Ludlow, James B., ...	45 Cedar Street, New York City
Luther, George Martin, ...	82 Liberty Street, " " "
Lyman, Frank, ...	50 Remsen Street, Brooklyn
Lyman, George T., ...	Bellport, N. Y.
Lyman, Theodore, ...	Woodland Street, Hartford, Conn.
Lynde, Rollin H., ...	31 Pine Street, New York City

Macdonough, A. R., ...	105 E. 15th Street, New York City
Macfarlane, Wallace, ...	32 Liberty Street, " " "
MacVeagh, Charles, ...	15 Broad Street, " " "
Magee, John H., ...	Scottsburg, N. Y.
Mallinckrodt, Edward, ...	Mallinckrodt Chemical Works, St. Louis, Mo.
Mapes, Charles V., ...	143 Liberty Street, New York City
Markoe, Francis H., ...	15 E. 49th Street, " " "
Marquand, Henry, ...	P. O. Box 888, " " "
Marquand, Henry G., ...	11 E. 68th Street, " " "
Marshall, Charles H., ...	7 Nassau Street, " " "
Marshall, Fielding L., ...	55 Liberty Street, " " "
Marshall, Louis, ...	30 Broad Street, " " "
Martin, Newell, ...	7 Nassau Street, " " "
Martin, T. Comerford, ...	120 Liberty Street, " " "
Mason, Alfred Bishop, ...	Apartado 130, City of Mexico
Mason, James Weir, ...	82 W. 129th Street, New York City
Mathews, Albert, ...	222 W. 23d Street, " " "
Mathews, Brander, ...	681 West End Avenue, " " "
Mathews, Robert, ...	135 Spring Street, Rochester, N. Y.
Matthewson, Arthur, ...	139 Montague Street, Brooklyn
Maxwell, Henry W., ...	70 First Place, " "
Maxwell, William H., ...	682 Greene Avenue, " "
Mellen, Chase, ...	45 Cedar Street, New York City
Merrill, Charles E., ...	43 E. 10th Street, " " "
Merrill, Payson, ...	111 Broadway, " " "
Meyer, Jacob, ...	29 E. 63d Street, " " "
Miller, Hoffman, ...	80 Broadway, " " "
Miner, Edward G., Jr., ...	126 Cutler Building, Rochester, N. Y.
Mitchell, Edward, ...	31 E. 50th Street, New York City
Moffat, George B., ...	1 Nassau Street, " " "
Moffat, R. Burnham, ...	63 Wall Street, " " "
Montgomery, R. M., ...	23 Pine Street, " " "
Moore, W. H. H., ...	Box 402, " " "
Morse, Horace J., ...	820 St. Mark's Avenue, Brooklyn
Morse, James H., ...	423 Madison Avenue, New York City
Morse, Richard, C., ...	139 E. 18th Street, " " "
Mortimer, Richard, ...	11 Wall Street, " " "
Mosenthal, P. J., ...	46 Cedar Street, " " "
Mosle, A. Henry, ...	30 Broad Street, " " "
Mott, William F., ...	Toms River, N. J.
Munro, J. G., ...	61 Erie County Bank Building, Buffalo
Murray, James B., ...	69 Wall Street, New York City
Murray, Joseph K., ...	63 Wall Street, " " "
Myers, Nathaniel, ...	30 Broad Street, " " "
McAlpin, George L., ...	9 E. 90th Street, New York City
McCagg, Louis Butler, ...	291 Madison Avenue, " " "
McKeen, James, ...	136 Henry Street, Brooklyn
McKeever, J. Lawrence, ...	164 Lexington Avenue, New York City
McKelvey, John Jay, ...	66 Broadway, " " "

McKibben, Gilbert H.,	474 W. Broadway, New York City
McKim, John A.,	18 Wall Street, " " "
McMahon, Fulton,	111 Broadway, " " "
Nadal, Charles C.,	129 E. 17th Street, New York City
Naumberg, Elkan,	33 Wall Street, " " "
Naumberg, George W.,	33 Wall Street, " " "
Naumberg, Walter W.,	33 Wall Street, " " "
Nelson, Henry Loomis,	New Rochelle, N. Y.
Nelson, H. W., Jr.,	Geneva, N. Y.
Nevius, John H. C.,	420 Broome Street, New York City
Newton, Virginus,	Box 906, Richmond, Va.
Nichols, George M.,	277 Adelphi St., Brooklyn
Nichols, W. N.,	353 Clinton Avenue, "
Nicoll, James C.,	51 W. 10th Street, New York City
Nissen, Ludwig,	18 John Street, " " "
North, Thomas M.,	160 Central Park South, " " "
Nourse, Charles J., Jr.,	27 William Street, " " "
Oakes, Charles,	11 Pine Street, New York City
O'Connor, John A.,	12 E. 44th Street, " " "
Ogden, Willis L.,	73 Pierrepont Street, Brooklyn
Olin, Stephen H.,	32 Nassau Street, New York City
Olyphant, Robert,	21 Cortlandt Street, " " "
Opdyke, William S.,	20 Nassau Street, " " "
Openhym, Adolphe,	42 Greene Street, " " "
Orr, Alexander E.,	102 Remsen Street, Brooklyn
Osborn, William Church,	71 Broadway, New York City
Osborn, Thomas M.,	Auburn, N. Y.
Packard, Edwin,	241 Henry Street, Brooklyn
Page, Walter H.,	34 Union Square, New York City
Parker, Frederick S.,	32 Garden Place, Brooklyn
Parrish, Samuel L.,	44 Broadway, New York City
Parsons, Herbert,	111 Broadway, " " "
Parsons, John E.,	111 Broadway, " " "
Partridge, Edward L.,	19 Fifth Avenue, " " "
Paulding, James Kirk,	130 E. 24th Street, " " "
Pauli, H. G.,	15 S. William Street, " " "
Peck, George G.,	18 East 65th Street, " " "
Peckham, W. G.,	111 Broadway " " "
Peckham, Wheeler H.,	80 Broadway, " " "
Pedersen, James,	29 E. 44th Street, " " "
Pell, Frederick A.,	51 Wall Street, " " "
Pendleton, Francis K.,	44 Broadway, " " "
Perrine, William A.,	23 Duane Street, " " "
Phillips, Lee,	247 W. 71st Street, " " "
Phoenix, Phillips,	63 Broad Street, " " "
Pierce, Franklin,	120 Broadway, " " "
Pierrepont, Henry E.,	216 Columbia Heights, Brooklyn

Pierrepont, H. E., Jr.,	216 Columbia Heights, Brooklyn
Pierrepont, Robert Low,	216 Columbia Heights, "
Pinchot, Gifford,	2 Gramercy Park, New York City
Pope, A. A.,	Pope Building, Boston, Mass.
Pope, George A.,	926 St. Paul Street, Baltimore, Md.
Pott, James,	Fourth Ave. and 22d Street, New York City
Potter, Frederick,	Potter Bldg., " " "
Potter, Henry C.,	10 Washington Square, East, " " "
Potts, William,	229 Lexington Avenue, " " "
Powell, Wilson M., Jr.,	29 Wall Street, " " "
Prentice, William P.,	155 Broadway, " " "
Prentiss, George L.,	41 E. 61st Street, " " "
Pryer, Charles,	New Rochelle, N. Y.
Pryor, James W.,	19 W. 34th Street, New York City
Putnam, George Haven,	27 W. 23d Street, " " "
Putnam, George P.,	160 Fifth Avenue, " " "
Putnam, Harrington,	404 Washington Avenue, Brooklyn
Putnam, Irving,	27 W. 23rd Street, New York City
Pyne, Moses Taylor,	42 W. 53d Street, " " "
Rainsford, W. S.,	209 E. 16th Street, New York City
Rand, George C.,	107 Wall Street, " " "
Raymond, Charles H.,	32 Liberty Street, " " "
Raymond, Rossiter W.,	123 Henry Street, Brooklyn
Reynolds, James B.,	184 Eldridge Street, New York City
Rice, Edwin T., Jr.,	59 Wall Street, " " "
Rice, J. M.,	111 Fifth Avenue, " " "
Richards, C. A. L.,	144 Benefit Street, Providence, R. I.
Richards, George,	62 Wall Street, New York City
Rives, George L.,	14 W. 38th Street, " " "
Robb, J. Hampden,	23 Park Avenue, " " "
Robinson, Beverly R.,	42 W. 37th Street, " " "
Rogers, Henry A.,	19 John Street, " " "
Romaine, Louis Tyson,	84 Beaver Street, " " "
Roome, W. Harris,	40 Wall Street, " " "
Roosevelt, Theodore,	Oyster Bay, N. Y.
Root, Elihu,	War Department, Washington, D. C.
Rose, Arthur P.,	Geneva, N. Y.
Rosenbaum, S. D.,	51 Franklin Street, New York City
Rosenblatt, M. G., (Life),	35 Mercer Street, " " "
Rosenfield, George,	35 South William Street, " " "
Rowe, William V.,	52 Wall Street, " " "
Rumsey, Dexter P.,	742 Delaware Street, Buffalo, Y. N.
Saint Gaudens, Augustus,	8 Rue de Bagneux, Paris
Salomon, William,	2 Wall Street, New York City
Sand, Max E.,	31 Burling Slip, " " "
Sands, Phillip J.,	15 E. 33d Street, " " "
Sanger, William Cary,	War Department, Washington, D. C.

Sayer, W. Murray, Jr., ...	308 Washington Avenue, Brooklyn
Scharmann, Hermann B., ...	170 W. 50th Street, New York City
Schieren, Charles A.	405 Clinton Avenue, Brooklyn
Schnakenberg, D., ...	6 Hanover Street, New York City
Schrader, George H. F., ...	32 Rose Street, " " "
Schumacher, Charles, ...	50 Exchange Place, " " "
Schurman, Jacob Gould, ...	Cornell University, Ithaca, N. Y.
Schurz, Carl.	16 E. 64 Street, New York City
Schurz, Carl Lincoln, ...	229 Broadway, " " "
Scott, J. F., ...	407 W. 123d Street, " " "
Scribner, Arthur H., ...	153 Fifth Avenue, " " "
Scribner, Charles, ...	153 Fifth Avenue, " " "
Searle, Arthur, ...	41 Concord Avenue, Cambridge, Mass.
Seaver, Benjamin F., ...	111 Pierrepont Street, Brooklyn
Sedgwick, Arthur G., ...	115 Broadway, New York City
Seligman, E. R. A., ...	324 W. 86th Street, " " "
Serven, A. Ralph, ...	Civil Service Commission, Washington, D. C.
Sexton, Lawrence E., ...	34 Pine Street, New York City
Shaw, Albert, ...	13 Astor Place, " " "
Sheldon, Edward W., ...	45 Wall Street, " " "
Sherman, Arnold W., ...	265 Henry Street, Brooklyn
Sherman, Frederick T., ...	265 Henry Street, " "
Shillaber, William Jr., ...	1 Broadway, New York City
Siedenbergh, Reinhard, ...	Cotton Exchange, " " "
Simes, William, ...	Petersham, Mass.
Sinclair, John, ...	16 E. 66th Street, New York City
Slicer, Thomas R., ...	156 E. 38th Street, " " "
Slosson, J. Lawrence, ...	Geneva, N. Y.
Smillie, James D., ...	110 E. 38th Street, New York City
Smith, Bryan H., ...	79 Pierrepont Street, Brooklyn
Smith, Charles Robinson, ...	7 Nassau Street, New York City
Smith, Charles Stewart, ...	25 W. 47th Street, " " "
Smith, Clarence B., ...	45 Broadway, " " "
Smith, J. Henry, ...	10 Wall Street, " " "
Smith, William Alexander, ...	11 Wall Street, " " "
Snow, Henry Sanger, ...	81 Willoughby Street, Brooklyn
Spahr, Charles B., ...	Care "The Outlook," New York City
Stapler, H. B. B., ...	67 Wall Street, " " "
Stark, Joshua, ...	Sentinel Building, Milwaukee, Wis.
Stedman, Edmund C., ...	Bronxville, New York City
Steers, James R., ...	55 Liberty Street, " " "
Steinway, Frederick T., ...	53rd Street and Park Avenue, " " "
Sternberger, M. M., ...	117 W. 74th Street, " " "
Stewardson, Thomas, ...	Chestnut Hill, Philadelphia, Pa.
Stewart, William R., ...	31 Nassau Street, New York City
Stickney, Joseph, ...	1 Broadway, " " "
Stimson, Daniel M., ...	11 W. 17th Street, " " "
Stolber, Louis, ...	722 Broadway, " " "
Stokes, Anson Phelps, Jr., (Life), ...	229 Madison Avenue, " " "

Stokes, Harold M. Phelps, (Life),	229 Madison Avenue, New York City
Stokes, I. N. Phelps, (Life),	229 Madison Avenue, " " "
Stokes, James,	49 Cedar Street, " " "
Stokes, J. G. Phelps, (Life),	229 Madison Avenue, " " "
Strauss, Albert,	15 Broad Street, " " "
Strauss, Frederick,	15 Broad Street, " " "
Sturgis, Russell,	307 E. 17th Street, " " "
Strong, Charles H.,	111 Broadway, " " "
Strong, George A.,	34 Pine Street, " " "
Strong, Theron G.,	45 William Street, " " "
Sturges, S. Perry,	305 Washington Avenue, Brooklyn
Sturgis, Thomas,	138 E. 36th Street, New York City
Stuyvesant, Rutherford,	16 Exchange Place, " " "
Sulzberger, Ferdinand,	45th Street and First Avenue, " " "
Sutro, Frederick Charles,	44 W. 76th Street, " " "
Swan, Lyndon M.,	7 Wall Street, " " "
Taft, Henry W.,	40 Wall Street, New York City
Tatham, Charles,	302 Lexington Avenue, " " "
Tatham, Edwin,	82 Beekman Street, " " "
Taylor, Henry Ling,	60 W. 55th Street, " " "
Taussig, Walter M.,	9-15 Murray Street, " " "
Taylor, Thomas Fenton,	31 Nassau Street, " " "
Taylor, William C.,	94 Keap Street, Brooklyn
Terry, Roderick,	169 Madison Avenue, New York City
Terry, Seth Sprague,	126 E. 34th Street, " " "
Thomas, Robert L.,	Fanwood, N. J.
Thompson, Hugh S.,	346 Broadway, New York City
Thomson, William H.,	23 E. 47th Street, " " "
Thorne, Samuel, Jr.,	55 Liberty Street, " " "
Thurber, Francis B.,	143 Chambers Street, " " "
Tiebout, Charles H.,	31 Grand Street, Brooklyn
Tod, J. Kennedy,	45 Wall Street, New York City
Tomkins, Calvin,	120 Liberty Street, " " "
Tompkins, Hamilton B.,	229 Broadway, " " "
Train, Arthur C.,	28 W. 47th Street, " " "
Tuckerman, Alfred,	1123 Broadway, " " "
Turnbull, George R.,	33 Mercer Street, " " "
Turner, Herbert B.,	22 William Street, " " "
Tweedy, Edmund,	25 Bellevue Court, Newport, R. I.
Uhl, Edward,	P. O. Box 1207, New York City
Unckles, D. S.,	957 St. Mark's Avenue, Brooklyn
Valentine, Henry C., (Life),	57 Broadway, New York City
Valentine, Robert G.,	116 N. 25th Street, Omaha, Neb.
Vallandigham, Edward N.,	Reform Club, " " "
Van Dusen, Samuel C.,	39 Cliff Street, " " "
Van Iderstine, Robert,	20 Nassau Street, " " "
Van Ingen, Dudley W.,	135 Henry Street, Brooklyn

Sayer, W. Murray, Jr., ...	308 Washington Avenue, Brooklyn
Scharmann, Hermann B., ...	170 W. 59th Street, New York City
Schieren, Charles A., ...	405 Clinton Avenue, Brooklyn
Schnakenberg, D., ...	6 Hanover Street, New York City
Schrader, George H. F., ...	32 Rose Street, " " "
Schumacher, Charles, ...	50 Exchange Place, " " "
Schurman, Jacob Gould, ...	Cornell University, Ithaca, N. Y.
Schurz, Carl, ...	16 E. 64 Street, New York City
Schurz, Carl Lincoln, ...	239 Broadway, " " "
Scott, J. F., ...	407 W. 123d Street, " " "
Scribner, Arthur H., ...	153 Fifth Avenue, " " "
Scribner, Charles, ...	153 Fifth Avenue, " " "
Searle, Arthur, ...	41 Concord Avenue, Cambridge, Mass.
Seaver, Benjamin F., ...	111 Pierrepont Street, Brooklyn
Sedgwick, Arthur G., ...	115 Broadway, New York City
Seligman, E. R. A., ...	324 W. 86th Street, " " "
Serven, A. Ralph, ...	Civil Service Commission, Washington, D. C.
Sexton, Lawrence E., ...	34 Pine Street, New York City
Shaw, Albert, ...	13 Astor Place, " " "
Sheldon, Edward W., ...	45 Wall Street, " " "
Sherman, Arnold W., ...	265 Henry Street, Brooklyn
Sherman, Frederick T., ...	265 Henry Street, " "
Shillaber, William Jr., ...	1 Broadway, New York City
Siedenber, Reinhard, ...	Cotton Exchange, " " "
Simes, William, ...	Petersham, Mass.
Sinclair, John, ...	16 E. 66th Street, New York City
Slicer, Thomas R., ...	156 E. 38th Street, " " "
Slosson, J. Lawrence, ...	Geneva, N. Y.
Smillie, James D., ...	110 E. 38th Street, New York City
Smith, Bryan H., ...	79 Pierrepont Street, Brooklyn
Smith, Charles Robinson, ...	7 Nassau Street, New York City
Smith, Charles Stewart, ...	25 W. 47th Street, " " "
Smith, Clarence B., ...	45 Broadway, " " "
Smith, J. Henry, ...	10 Wall Street, " " "
Smith, William Alexander, ...	11 Wall Street, " " "
Snow, Henry Sanger, ...	81 Willoughby Street, Brooklyn
Spahr, Charles B., ...	Care "The Outlook," New York City
Stapler, H. B. B., ...	67 Wall Street, " " "
Stark, Joshua, ...	Sentinel Building, Milwaukee, Wis.
Stedman, Edmund C., ...	Bronxville, New York City
Steers, James R., ...	55 Liberty Street, " " "
Steinway, Frederick T., ...	53rd Street and Park Avenue, " " "
Sternberger, M. M., ...	117 W. 74th Street, " " "
Stewardson, Thomas, ...	Chestnut Hill, Philadelphia, Pa.
Stewart, William R., ...	31 Nassau Street, New York City
Stickney, Joseph, ...	1 Broadway, " " "
Stimson, Daniel M., ...	11 W. 17th Street, " " "
Stolber, Louis, ...	722 Broadway, " " "
Stokes, Anson Phelps, Jr., (Life), ...	229 Madison Avenue, " " "

Stokes, Harold M. Phelps, (Life), ...	229 Madison Avenue, New York City		
Stokes, I. N. Phelps, (Life), ...	229 Madison Avenue, " " "		
Stokes, James, ...	40 Cedar Street, " " "		
Stokes, J. G. Phelps, (Life), ...	229 Madison Avenue, " " "		
Strauss, Albert, ...	15 Broad Street, " " "		
Strauss, Frederick, ...	15 Broad Street, " " "		
Sturgis, Russell, ...	307 E. 17th Street, " " "		
Strong, Charles H., ...	111 Broadway, " " "		
Strong, George A., ...	34 Pine Street, " " "		
Strong, Theron G., ...	45 William Street, " " "		
Sturges, S. Perry, ...	305 Washington Avenue, Brooklyn		
Sturgis, Thomas, ...	138 E. 36th Street, New York City		
Stuyvesant, Rutherford, ...	16 Exchange Place, " " "		
Sulzberger, Ferdinand, ...	45th Street and First Avenue, " " "		
Sutro, Frederick Charles, ...	44 W. 76th Street, " " "		
Swan, Lyndon M., ...	7 Wall Street, " " "		
Taft, Henry W., ...	40 Wall Street, New York City		
Tatham, Charles, ...	302 Lexington Avenue, " " "		
Tatham, Edwin, ...	82 Beekman Street, " " "		
Taylor, Henry Ling, ...	60 W. 55th Street, " " "		
Taussig, Walter M., ...	9-15 Murray Street, " " "		
Taylor, Thomas Fenton, ...	31 Nassau Street, " " "		
Taylor, William C., ...	94 Keap Street, Brooklyn		
Terry, Roderick, ...	169 Madison Avenue, New York City		
Terry, Seth Sprague, ...	126 E. 34th Street, " " "		
Thomae, Robert L., ...	Fanwood, N. J.		
Thompson, Hugh S., ...	346 Broadway, New York City		
Thomson, William H., ...	23 E. 47th Street, " " "		
Thorne, Samuel, Jr., ...	55 Liberty Street, " " "		
Thurber, Francis B., ...	143 Chambers Street, " " "		
Tiebout, Charles H., ...	31 Grand Street, Brooklyn		
Tod, J. Kennedy, ...	45 Wall Street, New York City		
Tomkins, Calvin, ...	120 Liberty Street, " " "		
Tompkins, Hamilton B., ...	229 Broadway, " " "		
Train, Arthur C., ...	23 W. 47th Street, " " "		
Tuckerman, Alfred, ...	1123 Broadway, " " "		
Turnbull, George R., ...	33 Mercer Street, " " "		
Turner, Herbert B., ...	22 William Street, " " "		
Twedy, Edmund, ...	25 Bellevue Court, Newport, R. I.		
Uhl, Edward, ...	P. O. Box 1207, New York City		
Uncles, D. S., ...	957 St. Mark's Avenue, Brooklyn		
Valentine, Henry C., (Life), ...	57 Broadway, New York City		
Valentine, Robert G., ...	116 N. 25th Street, Omaha, Neb.		
Vallandingham, Edward N., ...	Reform Club, " " "		
Van Dusen, Samuel C., ...	39 Cliff Street, " " "		
Van Iderstine, Robert, ...	20 Nassau Street, " " "		
Van Ingen, Dudley W., ...	135 Henry Street, Brooklyn		

Van Ingen, Edward H., ...	9 E. 71st Street, New York City
Van Nest, George W., ...	32 Nassau Street, " " "
Villard, Harold G., ...	141 Broadway " " "
Villard, Oswald Garrison, ...	206 Broadway, " " "
Vom Baur, C. M., ...	507 Broadway, " " "
Vredenburg, Edward H., ...	Powers' Block, Rochester, N. Y.
Warburg, F. M., (Life), ...	27 Pine Street, New York City
Wadsworth, James W., ...	Geneseo, N. Y.
Walker, Hay, ...	Care of W. & H. Walker, Allegheny City, Pa.
Walker, John, ...	1231 Western Avenue, " " "
Walker, Samuel C., ...	Harbison & Walker, Pittsburg, "
Walker, William, ...	" " " " "
Wallace, Jackson, ...	32 Liberty Street, New York City
Wallace, William H., ...	66 Broadway, " " "
Wallace, W. J., ...	201 W. 80th Street, " " "
Ward, Henry Galbreath, ...	160 Broadway, " " "
Ward, J. H., ...	84 Kenyon Bldg., Louisville, Ky.
Ward, J. Q. A., ...	119 W. 52nd Street, New York City
Warner, John De Witt, ...	111 Broadway, " " "
Warren, E. Walpole, ...	823 Madison Avenue, " " "
Warren, George A., ...	620 I Street, N. W., Washington, D. C.
Warren, H. Langford, ...	110 Boylston Street, Boston, Mass.
Wasson, James B., ...	154 Nassau Street, New York City
Weed, John W., ...	62 William Street, " " "
Weeks, E. R., ...	3408 Harrison Street, Kansas City, Mo.
Weeks, Rufus W., ...	346 Broadway, New York City
Wehle, Theodore, ...	32 Liberty Street, " " "
Welch, Archibald A., ...	Woodland Street, Hartford, Conn.
Welling, R. W. G., ...	2 Wall Street, New York City
Wendell, Evert J., ...	8 E. 38th Street, " " "
Wertheim, H. P., ...	27 William Street, " " "
Weston, Edward, ...	P. O. Box 617, Yonkers, N. Y.
Wetmore, Edmund, ...	34 Pine Street, New York City
Wheeler, A. S., ...	511 Sears Bldg., Boston, Mass.
Wheeler, Everett P., ...	21 State Street, New York City
Wheeler, James E., ...	Columbia College, " " "
White, Alexander M., ...	2 Pierrepont Place, Brooklyn
White, Alexander M., Jr., ...	158 Columbia Heights, " "
White, Andrew D., (Life), ...	American Embassy, Berlin
White, George C., ...	Montclair, N. J.
White, Harold T., ...	130 Water Street, New York City
White, Horace, ...	18 W. 69th Street, " " "
Whitehead, Charles E., ...	71 Wall Street, " " "
Whitlock, Bache McE., ...	59 William Street, " " "
Whitney, Edward B., ...	59 Wall Street, " " "
Whitridge, Frederick W., ...	59 Wall Street, " " "
Wickersham, George W., ...	40 Wall Street, " " "
Wiggin, Frederick H., ...	55 W. 36th Street, " " "
Wilbur, William F., ...	Harvard Club, 27 W. 44th Street, " " "

Wilcox, Ansley, ...	208 Main Street, Buffalo, N. Y.
Wilcox, David, ...	Metropolitan Club, New York City
Wilcox, Franklin A., ...	1 Broadway, " " "
Wilds, Howard Payson, ...	University Club, " " "
Williams, L. L., ...	316 W. 78th Street, " " "
Williams, Perry P., ...	Produce Exchange, " " "
Wilson, Richard T., ...	511 Fifth Avenue, " " "
Wing, Henry T., ...	152 Clinton Street, Brooklyn
Winslow, Edward, ...	P. O. Box 486, New York City
Wise, B. E., ...	21 Broad Street, " " "
Wisner, Charles, ...	Cotton Exchange, " " "
Wisner, H. G., ...	18 W. 12th Street, " " "
Wolff, Louis S., ...	12 E. 70th Street, " " "
Wood, Walter B., ...	11 Broadway, " " "
Woodbridge, Charles E., ...	63 Wall Street, " " "
Wright, Jonathan, ...	73 Remsen Street, Brooklyn
Yale, William Henry, ...	Spuyten Duyvil, N. Y.
Yates, Arthur G., ...	130 So. Fitzhugh Street, Rochester, N. Y.
Yonge, Henry, ...	Hotel Margaret, Brooklyn
York, John C., ...	Huntington, L. I.
Young, J. A., ...	Williamsville, Vt.
Zabriskie, George, ...	21 Broad Street, New York City
Zerega, Richard A., ...	Harvard Club, " " "

ARTICLES OF INCORPORATION
OF
THE CIVIL SERVICE REFORM ASSOCIATION

[Filed May 11, 1900.]

KNOW ALL MEN BY THESE PRESENTS: That we, the undersigned, being persons of full age and all citizens of the United States, a majority of whom are also citizens of the State of New York, and being now Directors of an incorporated association known as the New York Civil Service Reform Association, and organized for the purposes hereinafter mentioned; being desirous of incorporation for the same purposes under the Membership Corporations Law of the State of New York, do hereby, pursuant to unanimous vote of all the members of the said Association, present and voting at a regularly called meeting thereof, and pursuant to authority given by the said unanimous vote at the said meeting, of which meeting notice of the intention so to incorporate was given personally or by mail to each member of such Association whose residence or Post Office address was known, at least thirty days before said meeting, and at which meeting the corporate name stated in paragraph First was by unanimous vote adopted, do hereby certify as follows:

FIRST.—The name or title by which the Association in which we desire to form ourselves as aforesaid shall be known in law, shall be the Civil Service Reform Association.

SECOND.—The territory in which its operations are to be principally conducted shall be the City of New York.

THIRD.—The city in which its principal office is to be located is the City of New York.

FOURTH.—The objects of the Association shall be to further the establishment of a system of appointment, promotion and removal in the Civil Service, founded upon the principle that public office is a public trust, admission to and retention in which should depend upon proven fitness; and to take such action as may tend to secure the honest and efficient execution of laws and rules relating to the civil service, and to the proper administration thereof.

FIFTH.—The number of its directors shall be twenty-eight.

SIXTH.—The names of the persons to be its directors until its first annual meeting are as follows :

Samuel P. Avery, Truman J. Backus, Henry De Forest Baldwin, Edward Cary, Charles Collins, W. Bayard Cutting, Horace E. Deming, A. S. Frissell, Richard Watson Gilder, Edwin L. Godkin, J. Warren Greene, George McAneny, James McKeen, Jacob F. Miller, Samuel H. Ordway, William A. Perrine, George Foster Peabody, William J. Schieffelin, Carl Schurz, Charles A. Schieren, Thomas R. Slicer, Henry Sanger Snow, Anson Phelps Stokes, S. Perry Sturges, Henry W. Taft, William H. Thomson, Charles W. Watson and Everett P. Wheeler.

In WITNESS WHEREOF we have made, signed, acknowledged and filed this certificate in duplicate.

Dated this Eighth day of May, 1900.

C. SCHURZ,	WILLIAM H. THOMSON,
JACOB F. MILLER,	A. S. FRISSELL,
ANSON PHELPS STOKES,	GEORGE MCANENY,
EVERETT P. WHEELER,	CHARLES A. SCHIEREN,
CHARLES COLLINS,	SAMUEL P. AVERY,
SAMUEL H. ORDWAY,	GEORGE FOSTER PEABODY.
J. WARREN GREENE,	

STATE OF NEW YORK, }
COUNTY OF NEW YORK, } ss.

On this eighth day of May, one thousand and nine hundred, before me personally came Carl Schurz, Jacob F. Miller, Anson Phelps Stokes, Everett P. Wheeler, Charles Collins, J. Warren Greene, William H. Thomson, Samuel H. Ordway, A. S. Frissell, George McAneny, Charles A. Schieren, Samuel P. Avery and George Foster Peabody, to me personally known to be the persons described in and who made and signed the foregoing certificate, and severally duly acknowledged to me that they had made, signed and executed the same for the uses and purposes therein set forth.

F. W. HOERSCHGEN,
Notary Public, Kings County. (149)
(Certificate filed in New York County.)

Approved, May 9, 1900.

DAVID LEVINTRITT,
Justice of the Supreme Court of the State of New York.

REPORT
OF THE
Executive Committee
OF THE
New York
Civil Service Reform Association

READ AT THE ANNUAL MEETING, MAY 14, 1902.

LIST OF MEMBERS, ETC.

NEW YORK
PUBLISHED FOR THE
CIVIL SERVICE REFORM ASSOCIATION
1902

1. The first part of the document is a list of names and titles, followed by a list of dates and times.

CONTENTS.

	PAGE
Annual Report of the Executive Committee, .	5
Annual Report of the Treasurer, . . .	17
Constitution and By-Laws, ...	19
Roll of Officers and Members, ...	27
Articles of Incorporation, ...	47

1. The first part of the document is a list of names and titles, including "The Hon. Mr. Justice" and "The Hon. Mr. Justice".

ANNUAL REPORT

OF THE

Executive Committee of the Civil Service Reform Association.

THE past year has been one of great activity for the Civil Service Reform Association. The first of these organizations to be formed, it has now completed its twenty-fifth year, and can look back with satisfaction upon the progress that has been made in civil service reform both in the State of New York and throughout the country, while realizing that the major part of the work still remains to be done. The succession to the Presidency, and the election to the Mayoralty of the city of New York, of men who, from the start, have given their adherence to civil service reform, have added impetus to the movement during the past year, and given an opportunity to both the National League and the Association for real constructive work. The merit system, wherever it exists, has been strengthened; there has been marked increase in interest in the subject throughout the country, especially among women; new associations have been formed and greater faith in the honesty and efficiency of its administration is evident.

The work of the Association during the year has continued along customary lines. It has been adequately represented at Albany during the legislative session, with good results; a number of important suits have been conducted by the Law Committee to secure strict enforcement of the law; investigations of the operation of the law in both State and city have been conducted, and recommendations have been made for important changes in the organization of the service, in the conduct of examinations, and in the rules. These re-

commendations have been treated with uniform courtesy by the State and City Commissions, and in many cases have been adopted. Greater publicity has been given to the Association's work and its members have been kept more closely in touch with it. Owing to the hearty response made to the appeal to its members for support of the work of the National League, the Association has been able to contribute to that body a considerable sum over and above its actual quota for the year.

THE FEDERAL SERVICE.

In his first message to Congress, President Roosevelt expressed his intention to uphold the merit system and to extend it wherever practicable. The National League, at its annual meeting in December, was already able to report substantial progress. William Dudley Foulke, the chairman of the Investigating Committee of the League, had been appointed Civil Service Commissioner, the classification had been extended to the Rural Free Delivery Service, and provision had been made for the gradual classification of Indian Agents. Sixteen hundred places in the War Department, removed from the classified service by the order of May 29, 1899, had been restored. Amendments to the rules had been adopted, making it the duty of public officials to aid the Commission in its investigations by giving testimony under oath; requiring temporary appointments from registers containing less than three names, and giving the Commission power to prevent the payment of salary to those employed in violation of the Civil Service Law. The same course has been continued since January first. Three of the officials against whom the League preferred charges in 1901 have been separated from the service; the President has issued an order against lobbying on the part of civil employees; the reinstatement and transfer rules have been strengthened. The Commission has submitted to the President a plan for a Labor Employment Bureau in Washington. It is considering the introduction of promotion regulations, which are to be first tested in its own office. Many important investigations have been conducted. Fourth class postmasters are in the future to be removed for cause only and it is thought possible that these seventy thousand employees may gradually be brought within the classified

service. Hon. James R. Garfield has been appointed to the vacancy caused by the resignation of Commissioner Rodenberg, and the Commission is now entirely composed of sincere advocates of civil service reform.

The course of the President in making appointments and removals has been marked by a few striking inconsistencies. Of these we mention those in New York. Edgar S. Maclay was removed from a subordinate position in the Brooklyn Navy Yard without compliance with the provisions of the removal rule requiring a statement of the cause of the removal and an opportunity to make reply, and under circumstances that made the omission conspicuous. Far more unfortunate have been the appointments of John S. Clarkson—a pronounced enemy of the civil service system, with a record as a spoilsman which, as Civil Service Commissioner, the President himself publicly attacked—as Surveyor of the Port, and of Joseph B. Murray as Assistant Commissioner of Immigration. The position of Assistant Commissioner is competitive and should be filled by promotion. The appointment of Murray was accomplished by means of a special order, issued by the President, permitting appointment in this instance without examination.

MEASURES IN CONGRESS.

The present Congress has shown itself decidedly hostile to the civil service system. The attempt to foist on the classified service over three thousand Census clerks appointed at the behest of Congressmen on a spoils basis, was frustrated by the carelessness with which the bill to accomplish this object was drawn and by the decided action of the President. Although a number of bills to provide for a preference in appointment for veterans of the Civil War, and to remove positions from the classified service, have been introduced, none of importance have as yet been passed. The persons appointed temporarily without examination to the War and Treasury Departments, because of the emergency created by the war with Spain, will be brought within the classified service by legislation during the present session, which, taking into account all the circumstances, is probably the best disposition obtainable. But it is not probable that Congress will favor the extension of the merit system to the Consular Ser-

vice, or that it will grant the request of the Civil Service Commission for an increased appropriation to carry on its work.

NEW YORK STATE.

No important changes have been made in the State service. A proper classification by salaries is still lacking, the bill passed by the Legislature in 1901 having failed to accomplish its object. The system works smoothly under the present State Commission, and few complaints are made in regard to its administration. Important investigations into the administration of the rules by local Commissions have been conducted, particularly in Rochester, Syracuse and New York. The investigation of promotions in the Police Department in New York City, which was in progress at the time of the last annual meeting, led to a report in June, in which the Commission found that in this examination, competition had been entirely set aside through the illegal action of the Police Commissioners in making up the record for efficiency, character and conduct. This result was most gratifying to the Association, which had prepared the specifications in the first instance and had asked for the investigation.

The number of positions excepted from competition, in proportion to the number of competitive positions in the State service, still remains excessive and stands as a serious hindrance to a thorough civil service system. It has been found practicable in the Federal service to make a far greater proportion competitive, and under the new Philippine Civil Service Law there will be practically no excepted places. The State Commission has been unwilling to accept the contention of the Association that only those places shall be exempted which actual experience has proved impracticable to fill by competition. The number of excepted places is therefore increased each year. It must be said, however, that the Governor, to whom all changes in the classification in the State Service must be submitted for approval, has been unwilling to carry the competitive classification higher than it is at present and that the Commission has found precedent for many of the exemptions it has granted—particularly in the County service—in decisions of the Courts.

The Association strenuously opposed—but without success—the exemption from competitive examination of all posi-

tions in the Bureau of Elections in the city of New York. This bureau was formerly a part of the Police Department and all the subordinate positions had been classified as competitive, except those of the chiefs in each borough. A law passed during the session of 1901 made it a separate bureau under a bi-partisan Commission. The request of the Commissioners that the entire bureau should be exempted, in order to permit its organization throughout on a bi-partisan basis, was granted by the Municipal Commission and approved by Mayor Van Wyck. The State Commission, after a careful examination of the provisions of the new law, refused to approve the exemption, but at a later meeting they reversed their action. Under the exemption, strictly partisan appointments have been made to all positions in this important bureau.

MEASURES IN THE STATE LEGISLATURE.

Copies of all bills and resolutions introduced during the last session of the Legislature were received at the office of the Association. They were carefully examined and all that affected the civil service system were placed on file. Those that it was thought well either to favor or oppose were placed on a special file and all changes in their status were promptly reported by the Albany agent. The more important were reviewed by the Law Committee. In the case of all bills to which the Association was opposed, memoranda were filed with the appropriate committees and opposition was made, either orally or in writing, at the various stages. It is gratifying to report that, as a result of this vigilance, few of the objectionable bills secured passage through the Legislature, and of these none were signed by the Mayor. Three went directly to the Governor and all of these were signed by him and have become laws.

The number of bills placed on special file was ninety-eight. Those opposed by the Association were principally of the following classes ; (1) to extend the preference now enjoyed by veterans of the Civil War to veterans of the Spanish-American War ; (2) to grant further protection to employees against removal and to permit the Courts to review the justice of the cause of such removal ; (3) to exempt particular positions from competition ; (4) to permit appointments from any part of the eligible lists ; (5) to permit payment to particular persons who

were appointed or retained in violation of the Civil Service Law; (6) to exempt veterans of the Civil War from the requirement of probationary service; (7) to secure reinstatement for persons ousted from the service because they had been illegally appointed; (8) to permit the Police and Fire Commissioners to reinstate persons discharged for cause; (9) to permit appointments and removals without regard to the civil service rules in New York city and county during the first six months of the administration,—a measure for which there seemed to be no responsible support.

The three among these that reached the Governor, and were signed by him in spite of the opposition made to them, both orally and in writing, on behalf of the Association, were as follows: (1) to permit the appointment of two interpreters to the County Court in Queens from any part of the eligible list; (2) to create the office of Chief Clerk of Kings County and, by means of a provision that the Chief Clerk and all his subordinates should be deputies of the County Clerk, to exempt all the positions in the office from competition; (3) to provide that veterans of the Civil War, when certified for appointment, should receive a permanent appointment at once and should not be required to serve a term on probation. Great care was taken that the Governor should be made conversant with the bad precedents created by these bills and—particularly in the case of the last bill—the injury their passage would work to the civil service system.

NEW YORK CITY.

Under the last administration, important changes were made in the municipal rules governing promotion, as a result of the investigation of promotions in the Police Department conducted by the State Commission. The rules, as amended provide that the written records of the department shall be accepted as a basis for rating character, efficiency and conduct and that seniority shall be given due weight, as required by law. The eligible lists, made up from the examinations which the investigation of the State Commission found to be illegal, were cancelled, but the appointments that had already been made from them were not annulled.

During the campaign, the Secretary of the Association sent to the heads of all departments, and to the public press, a

statement of the law governing political assessments, accompanied with a notice that the Association would prosecute any cases of violation brought to its attention. Although it is believed that an assessment, based on the amount of salary received, was made, the Association was unable to secure legal evidence. One conviction has been secured, and a further arrest made, of persons claiming to have influence with the Civil Service Commission, or the heads of departments, to secure for candidates passage of the examination or appointment. Could this practice of disreputable lawyers and of certain so-called civil service schools be rooted out, it would lead to a great increase of public confidence in the integrity of the administration of the civil service system.

There was no uncertain note in Mayor Low's public declaration that the civil service law and its underlying principles should be enforced during his administration. All suggestions made by the Association have invariably received from him courteous consideration. The Commission which took office on January 1st, was composed of seven members; four of the party that supported Mr. Low in the campaign, and three representing the minority. The appointment of George McAneny as Secretary, who brought to that office the experience gained in ten years service first as Assistant Secretary and then as Secretary of the National League and the Association, was the best possible guarantee for the purposes of the administration toward civil service reform. Two of the members of the last board were continued in order to ensure continuity. The reason for the increase in the membership of the board was to permit subdivision of the work, particularly for the purpose of instituting investigations into the condition of the service under the new powers granted the Commission by the Revised Charter. It has been found impossible to carry out this plan owing to the increase in the administrative work caused by the changes in the Charter. After four months, both the President of the Commission and the Mayor have been forced to the conclusion that the work of this bureau is so extensive as to require the daily attendance of an executive head. The Commission is to be reorganized by the appointment of a president at an annual salary of \$6,000, and, it is understood, of two unpaid members, one of whom, as required by law, will represent the minority party.

The Association has felt obliged to enter an earnest protest against the number and character of the exemptions from competitive examination granted by the Commission since January first. As is invariably the case on a change of administration, the new heads of departments have declared it impossible to carry out their work successfully with the heads of bureaus, and others with whom they come constantly in contact, not in sympathy with them politically. That this is an error and that it is detrimental to the public service that these officers should be changed with each administration, has been proved beyond possible doubt by experience in the Federal Service and in Great Britain. It must be said that some of the exemptions urged, and some that the Commission has granted, have had no better basis than the desire for political spoils. There still remain many outspoken advocates—and far more who are less frank—of the theory of a clean sweep on a change of party. The administration has recognized that even if appointments under the added exemptions should be made without regard to politics, the precedent created by allowing them would go far to undermine the civil service system. Since the first vigorous protest of the Association, fewer have been granted.

A still more serious ground for complaint has been the failure of the Commission to furnish eligible lists with sufficient promptness to meet the pressing needs of the departments, particularly for those offices newly created by the Revised Charter. The most serious of these delays has been in the Tenement House Department, in which a most important part of its work has been kept absolutely at a standstill for four months, owing to the delay in preparing lists for the positions of Sanitary Inspector and Inspector of Light and Ventilation. In cases where temporary appointments have been allowed, in only one instance has the Commission succeeded in providing a list from which permanent appointment could be made within the term required by law. After the expiration of this term there is no provision either for continuing the person temporarily appointed or for appointing a successor. The term of a temporary appointment in cities was extended by the last legislature from thirty to sixty days, so that it now corresponds with the rule in the State service, and this extension will help to relieve the situation.

One important cause of delay has been the continuance of the practice of employing persons as examiners who are engaged in private business, who do their examining work away from the office, and are paid at the rate of ten dollars per session of seven hours. The Association called attention to the advisability of increasing the force of regular salaried examiners, and employing the per session examiners occasionally only when emergencies required their services, in a letter to the former Commission in January, 1901, and has also urged it upon the present Commission. It is gratifying to note that the Board of Estimate and Apportionment has recently granted an appropriation for an increase in the force of salaried examiners. It is hoped that this increase in the salaried force, will result in greater economy as well as efficiency.

RECLASSIFICATION AND REGRADING OF THE CITY SERVICE.

The Commission, with the co-operation of the Mayor and the Board of Estimate and Apportionment, has accomplished a much needed reform by the reclassification and regrading of the city service. The salaries of all subordinates outside of the uniformed forces of the Police, Fire and Street Cleaning Departments, in which the grades are established by the Charter, have been placed in certain fixed grades ranging for Clerks from \$300 to \$3,000, and for other positions from \$750 to \$3,000. The old classification of titles under departments has been abolished and a greatly reduced list of titles of positions for which examinations will be held has been substituted. The titles in use in the various departments will conform, for purposes of examination, to those recognized by the Civil Service Commission. The Commission has divided all positions into five classes. Schedule A is the exempt class, Schedules B, C and D include the clerical and technical positions, and the uniformed forces. In these three schedules admission, so far as practicable, is to be confined to the lowest grade, and the higher positions are to be filled by promotion. Schedule E includes the miscellaneous positions in which promotion is not considered practicable. It is no exaggeration to say that nothing that this administration has done has given promise of better results.

THE WORK OF THE LAW COMMITTEE.

By the advice of the Law Committee, a taxpayer's suit was instituted last fall with the object of obtaining the revocation of the promotions to Captain of Police made as a result of the examination which the State Commission, after a thorough investigation, had found to be illegal. The case has been conducted for the Association by Mr. Samuel H. Ordway and Mr. Edward M. Shepard. It has not yet come to trial on the merits, as the defendants appealed from the decision in favor of the plaintiff on a demurrer and the case on appeal has just been argued.

Mr. Charles C. Burlingham, at the request of the Law Committee, has conducted a case to test the validity of the classification of the position of Anti-toxin Accountant in the Health Department. The Association contended that an appropriate eligible list for the position already existed and that, therefore, the classification was illegal. A decision adverse to the contention of the Association has recently been rendered by the Court of Appeals.

The passage by the Legislature of 1901 of three bills, to take effect January 1, 1902, making the offices of the Sheriff, Register and County Clerk of Kings County salaried offices, has precipitated a number of suits which seriously threaten the validity of the classification of the entire county service. The employees who were paid out of the fees of these offices were compelled to compete to retain their positions after they became salaried, and have brought suit to compel the State Commission to classify their positions as exempt. Their contention is that the positions are confidential, as the head of the office is made personally liable by law for any loss that may arise through their errors. Suits were first brought by thirty employees of the Sheriff's office and thirteen employees of the Register's office. On decisions being rendered in favor of the relators, forty-one employees of the Register and County Clerk brought similar action. These last cases have recently been argued. The State Commission has expressed itself in accord with the desire of the Law Committee, to carry test cases to the Court of Appeals, and the Attorney-General has courteously permitted Mr. Charles E. Hughes, who has acted as counsel for the Association with the assistance of Mr.

Cotton of the Law Committee, to conduct these cases for the them.

The Law Committee has also passed on all important bills, and on proposed amendments to the civil service rules, and has advised the Secretary as to the action to be taken on them.

COMMITTEE ON EXAMINATIONS.

The Committee on Examinations, besides passing on the adequacy and conduct of examinations, has enlarged its scope to include the consideration of changes in the classification. Upon the resignation of Mr. Nelson S. Spencer to take the position of Municipal Civil Service Commissioner, Col. Silas W. Burt, who has had long experience both as Chief Examiner and as State Civil Service Commissioner, was elected chairman. The Committee has passed on the amendments to the promotion rules, and the proposed reclassification of the service, and has frequently protested against exemptions in cases where it believed competition to be clearly practicable.

COMMITTEE ON FINANCE.

The Committee on Finance has held meetings from time to time to consider the best means of raising funds to meet the needs of the Association. Approximately three thousand dollars over and above the amount received from annual dues has to be raised by subscription. The quota due to the National League has been regularly paid. This year a considerable amount above the quota was raised by means of a circular letter sent out by the New York member of the League Finance Committee. The receipts from all sources during the past year have amounted to \$7,916.47, and the disbursements to \$7,879.12.

It is very important that this Committee should hold monthly meetings at which a statement of the financial status of the Association should be laid before them.

COMMITTEE ON MEMBERSHIP.

The Committee on Membership has continued its work by urging members to send letters to their personal friends, and by sending out circular letters. It is believed that in order to ensure an adequate regular revenue, the membership should

be increased to one thousand, and the Sustaining membership to one hundred. At the present time there are 767 members, of whom 73 are Sustaining members.

The Executive Committee, at a special meeting held in December, received the resignation of Secretary George McAneny, who resigned in order to take the position of Secretary of the Municipal Civil Service Commission. The following resolution was unanimously adopted:

Resolved: That we accept, with the keenest regret, the resignation of Mr. George McAneny as Secretary of the Civil Service Reform Association of New York, such resignation to take effect on January 1, 1902; and that, in doing so, we are bound to express our highest appreciation of the extraordinary ability, good judgment, fidelity, zeal and efficiency with which Mr. McAneny has performed the duties of his office, and of the eminent service he has thus rendered to the cause of civil service reform.

In December, Mr. Elliot H. Goodwin was appointed to the position of Secretary; in January, Mr. Henry G. Chapman was appointed to the position of Assistant Secretary.

The Committee desires to express, in conclusion, its indebtedness to members who have conducted cases for the Association, giving their services gratuitously, and to the members of the Standing Committees for the valuable assistance they have rendered.

It also desires gratefully to acknowledge the aid received from the Women's Auxiliary, and to express its appreciation of the value of their work.

Respectfully submitted,

JACOB F. MILLER,
Chairman.

ELLIOT H. GOODWIN,
Secretary.

TREASURER'S ANNUAL REPORT.

MAY 1, 1902.

Balance on hand, as per report, May 1, 1901.....\$148.37

RECEIPTS :

From Annual Dues.....	\$3,245.00	
" Sustaining Membership Dues.....	1,625.00	
" Life Membership Dues.....	100.00	
" Subscriptions.....	2,495.00	
" Women's Auxiliary.....	100.00	
" National League, for rent advanced...	200.00	
" Pamphlets sold.....	3.10	7,768.10
		\$7,916.47

DISBURSEMENTS :

Salary of Secretary.....	\$2,050.00	
" " Assistant-Secretary	468.75	
" " Attorney.....	383.00	
Clerical services.....	1,405.10	
Legislative Agent, 1901.....	157.00	
" " 1902.....	127.00	
Rent of Office and Meeting Hall.....	610.00	
Printing.....	128.00	
Postage and Stamped Envelopes.....	155.80	
Traveling expenses.....	55.85	
Expenses of Litigation.....	328.88	
Telephone Service.....	142.69	
Office Expenses, including Typewriter.....	467.05	
Subscription to National C. S. R. League...	1,400.00	7,879.12
Balance on hand, April 30, 1902.....		\$ 37.35

E. & O. E.

A. S. FRISSELL,

Treasurer.



ORGANIZATION
OF
THE CIVIL SERVICE REFORM ASSOCIATION
(OF NEW YORK.)

CONSTITUTION.

ARTICLE I.

The name of this organization shall be The Civil-Service Reform Association.

ARTICLE II.

The object of the Association shall be to establish a system of appointment, promotion, and removal in the Civil Service, founded upon the principle that public office is a public trust, admission to which should depend upon proven fitness. To this end the Association will demand that appointments to subordinate executive offices, with such exceptions as may be expedient, not inconsistent with the principle already mentioned, shall be made from persons whose fitness has been ascertained by competitive examinations open to all applicants properly qualified, and that removals shall be made for legitimate cause only, such as dishonesty, negligence, or inefficiency, but not for political opinion or refusal to render party service; and the Association will advocate all other appropriate measures for securing integrity, intelligence, efficiency, good order, and due discipline in the Civil Service.

ARTICLE III.

The Association will hold meetings, raise funds, publish and circulate appropriate information, correspond and co-operate with associations organized elsewhere for the objects set forth in this Constitution, and support all executive and legislative action which promote its purposes.

ARTICLE IV.

The conditions of membership shall be wholly independent of party preference. Questions shall not be discussed in

the debate or in the publications of the Association upon party grounds. Neither the name nor influence of the Association shall be used on behalf of any party, or for procuring office or promotion for any person. But nothing in this article shall be construed to prevent the Association from opposing any candidate when in its opinion, or in that of three-fourths of the members of the Executive Committee, such course is demanded by the objects of the Association.

ARTICLE V.

There shall be a President, to be elected by the Association at the annual meeting, who shall perform the usual and prescribed duties of that office. He shall be, ex-officio, a member of all committees, with a casting vote only, and he may call special meetings of the Executive Committee whenever he thinks it necessary, and, with the assent of two members of the Executive Committee, special meetings of the Association.

There shall be ten Vice-Presidents, to be annually elected by the Association.

There shall be a Treasurer and Secretary, who shall perform the usual and prescribed duties of such officers. They shall be respectively appointed by the Executive Committee, and may be removed by them. The Treasurer shall be, ex-officio, a member of the Finance Committee of the Association.

There shall be an Executive Committee of twenty-five members, to be elected annually by the Association. Subject to these articles, the Executive Committee shall manage the affairs of the Association, direct and dispose of its funds, and from time to time make and modify by-laws for the Association and for its own action. The Executive Committee shall keep a record of its proceedings, and shall make a report to the Association at the annual meeting. No appropriation of money by the Executive Committee beyond the amount in the hands of the Treasurer at the time shall bind any member of the Association, excepting those members of the Executive Committee who shall vote for it. Vacancies in the Executive Committee may be filled by the President for the remainder of the term. Other vacancies may be filled by the Executive Committee.

All the officers of the Association and members of the several Standing Committees shall be, ex-officio, members of the Executive Committee.

ARTICLE VI.

Each officer of the Association shall continue to hold office until his successor has been selected and is ready to enter upon the duties of the office.

ARTICLE VII.

There shall be an annual meeting of the Association on the second Wednesday of May, at which officers shall be elected for the ensuing year, and other appropriate business may be transacted; except in the year 1898, when the annual meeting shall be held on the second Wednesday of January.

ARTICLE VIII.

Any person may be proposed in writing for membership by any member of the Association, and shall be admitted upon approval of the Executive Committee. Members failing to pay their dues may be dropped from the roll by the Executive Committee.

ARTICLE IX.

The annual dues of each member shall be \$5, payable on the 1st of May, and each member shall receive the annual report and all other publications of the Association. Sustaining members, on payment of twenty-five dollars annually, and Life members, exempt from annual dues on payment of one hundred dollars, may be elected by the Executive Committee at any regular meeting thereof.

ARTICLE X.

All provisions of this Constitution, except those relating to the rights of members, and the term of officers, may be suspended or amended by a vote of two-thirds of the Executive Committee, subject to the approval of the Association by a two-thirds vote of the members present either at the annual meeting or at a special meeting duly called. Due no-

tice shall be given before any such annual or special meeting that the approval of the Association will, thereat, be asked for such action of the Executive Committee, and the notice shall clearly state the effect of such suspension or amendment in the text of the Constitution. Any member of the Association may propose amendments to the Constitution, which may be approved under the same conditions.

BY-LAWS.

FOR THE GOVERNMENT OF THE ASSOCIATION AND ITS COMMITTEES.

§ 1. The Annual meeting of the Association shall be held at such hour and place as the Executive Committee shall designate. The election of officers shall be by ballot, but any member not present may declare his vote by letter to the Secretary and it shall be counted.

§ 2. The meetings of each committee, unless otherwise especially provided for, shall be at half-past eight P. M., at which time the chairman shall direct the call of the names of its members and the Secretary shall record the names of those present and others as they appear.

§ 3. The order of business, before each committee shall be:

1. The reading and correction of the records of the last meeting.
And, thereafter, unless otherwise ordered, as follows:
2. Any statement due from the Treasurer.
3. Unfinished business from the last meeting.
4. Report from the Secretary's office.
5. Reports of standing committees.
6. Reports of special committees.
7. Proposals of new members and their election.
8. Miscellaneous business.

§ 4. Regular meetings of the Executive Committee shall be held on the second Wednesday of every month except July and August, but if that day be a holiday, then on the third Wednesday. Ten members of the Executive Committee shall constitute a quorum.

§ 5. Neither in the meetings of the Association nor of any committee shall any member speak more than once on any motion nor more than ten minutes at one time, without unanimous consent, nor shall any person, or his actions, be characterized on party grounds.

§ 6. Special meetings of any committee may be called by its chairman or by any three members, and due notice thereof shall be given by the Secretary.

§ 7. All notices to a member shall be sent to his address filed with the Secretary.

§ 8. On the demand of one-fifth of the members present, at any meeting of the Association or of a committee, the ayes and nays shall be called and recorded on any motion.

§ 9. All committees shall be appointed by the chair unless their selection shall be otherwise provided for.

§ 10. At each regular meeting of the Executive Committee, it shall be the duty of the Treasurer to make a statement of the amount of money in the treasury and of the place of its deposit, and at the annual meeting, he shall state the source of all moneys received and the use made of the same during the past year.

§ 11. The Secretary shall keep a record of the proceedings of the Association and of the Executive Committee, and perform the other duties assigned him.

§ 12. Without the consent of three-fourths of the members present, no vote which will declare or fill a vacancy or elect a member of the Association shall be deemed carried, at the same meeting in which it was first moved.

§ 13. It shall require a vote of two-thirds of the members of the Executive Committee present to pass any vote under which more than \$100 will be appropriated or the Association be pledged for more than that amount, and the Executive Committee alone shall have authority to create any charge upon the funds of the Association. But neither said committee nor any officer or officers of the Association shall be authorized to create a personal liability against any members but themselves.

§ 14. There shall be the following Standing Committees, of seven members each, which shall be selected annually by the Executive Committee:

(1) A Law Committee, whose duty it shall be to consider all legislation affecting the civil service, to promote such as may be approved, and to oppose such as may be disapproved by the Executive Committee, and to prepare and recommend

such amendments to the law as in their opinion will advance the purposes of the Association. The Law Committee shall have power to represent the Association in any legal proceedings which may be necessary in order to maintain or enforce the laws affecting the State or Municipal civil service.

(2) A Finance Committee, whose duty it shall be to devise and carry into effect, subject to the direction of the Executive Committee, suitable measures for raising funds, and to supervise and report upon the income and expenditures of the Association. The Finance Committee shall, in advance of each annual meeting of the Association, appoint an Auditing Committee from among its members, whose duty it shall be to examine all vouchers and audit the accounts of the Treasurer, and to report thereon at the annual meeting.

(3) A Publication Committee, whose duty it shall be to prepare and recommend matters suitable for publication by the Association, and to take charge of the printing and distribution of whatever may be ordered printed.

(4) A Committee on Correspondence, whose duty it shall be to promote the objects of the Association through correspondence and co-operation with other organizations.

(5) A Committee on Examinations, whose duty it shall be to consider and recommend suitable methods of examination for admission to and promotion in the public service, and to investigate and report on the conduct of such examinations.

(6) A Committee on Membership, whose duty it shall be to devise and carry into effect measures for increasing the membership of the Association.

Each Standing Committee shall be competent to fix the number of its own quorum; but such quorum shall in no case be less than three.

§ 15. These By-Laws may be amended, or new By-Laws added, by a four-fifths vote at any meeting of the Executive Committee; or by a two-thirds vote, provided a statement of the proposed change had been entered on the minutes at the last meeting.

§ 16. Amendments proposed under the last clause of the tenth section of the constitution shall be first submitted to the Executive Committee.



OFFICERS—1902-1903.

PRESIDENT:

CARL SCHURZ

VICE-PRESIDENTS:

JAMES C. CARTER

D. WILLIS JAMES

WILLIAM G. LOW

LEVI P. MORTON

ALEXANDER E. ORR

THEODORE ROOSEVELT

ELIHU ROOT

EDWARD M. SHEPARD

OSCAR S. STRAUS

ALFRED T. WHITE

SECRETARY:

ELLIOT H. GOODWIN

ASSISTANT SECRETARY:

HENRY G. CHAPMAN

TREASURER:

A. S. FRISSELL

EXECUTIVE COMMITTEE:

JACOB F. MILLER, *Chairman.*

SAMUEL P. AVERY

TRUMAN J. BACKUS

HENRY DE FOREST BALDWIN

WILLIAM BROOKFIELD

CHARLES C. BURLINGHAM

SILAS W. BURT

EDWARD CARY

CHARLES COLLINS

HORACE E. DEMING

SAMUEL B. DONNELLY

J. WARREN GREENE

A. JACOBI

FRANKLIN B. LORD

SAMUEL H. ORDWAY

GEORGE FOSTER PEABODY

WILLIAM JAY SCHIEFFELIN

CHARLES A. SCHIEREN

THOMAS R. SLICER

HENRY SANGER SNOW

ANSON PHELPS STOKES

HENRY W. TAFT

WILLIAM H. THOMSON

CHARLES W. WATSON

EVERETT P. WHEELER

STANDING COMMITTEES.

LAW:

SAMUEL H. ORDWAY, <i>Chairman.</i>	J. WARREN GREENE
HENRY DE F. BALDWIN	CHARLES E. HUGHES
JOSEPH P. COTTON, Jr.	WALLACE MACFARLANE
EVERETT P. WHEELER	

FINANCE:

WILLIAM JAY SCHIEFFELIN, <i>Chairman.</i>	JAMES J. HIGGINSON
JOHN G. AGAR	JACOB W. MACK
L. T. CHAMBERLAIN	SETH SPRAGUE TERRY
HORACE WHITE	

PUBLICATION:

ROBERT UNDERWOOD JOHNSON, <i>Ch'n.</i>	EDWARD CARY
GEORGE R. BISHOP	EDWARD P. CLARK
R. C. E. BROWN	HENRY LOOMIS NELSON
WALTER H. PAGE	

CORRESPONDENCE:

WILLIAM POTTS, <i>Chairman.</i>	JAY E. LAWSHE
ALFORD WARRINER COOLEY	HERBERT PARSONS
WIRT HOWE	CORNELIUS B. SMITH
WALTER U. TAYLOR	

EXAMINATIONS:

SILAS W. BURT, <i>Chairman.</i>	CHARLES COLLINS
CHARLES B. L. BARLOW	HENRY W. HARDON
HENRY G. CHAPMAN	MEREDITH HARE
EDWIN D. WORCESTER	

MEMBERSHIP:

EVERETT V. ABBOT, <i>Chairman.</i>	JOSEPH K. MURRAY
GEORGE J. GREENFIELD	J. H. C. NEVIUS
FRANCIS H. KINNICUTT	GRAHAM SUMNER

MEMBERSHIP ROLL.

(MAY 1, 1902.)

SUSTAINING MEMBERS.

AMEND, BERNARD G.,	205 Third Avenue, New York City
EVERY, SAMUEL P.,	4 E. 38th Street, " " "
BOWKER, R. R.,	59 Duane Street, New York City
BREWSTER, WILLIAM,	Broadway and 47th Street, " " "
BULL, WILLIAM LANMAN,	38 Broad Street, " " "
CARTER, JAMES C.,	54 Wall Street, New York City
CARY, EDWARD,	The "Times," " " "
CHAPLIN, DUNCAN D.,	64 Worth Street, " " "
CLYDE, WILLIAM P.,	5 Bowling Green, " " "
COLLINS, CHARLES,	33 E. 17th Street, " " "
CRANE, RICHARD T.,	2641 Michigan Avenue, Chicago, Ill.
CRANFORD, JOHN P.,	Wakefield, New York City
CUTTING, R. FULTON,	32 Nassau Street, " " "
DAVISON, CHARLES STEWART,	56 Wall Street, New York City
DE COPPET, E. J.,	30 Broad Street, " " "
DEERING, JAMES,	Fullerton and Clybourne Avenues, Chicago, Ill.
DEMUTH, WILLIAM,	524 Fifth Avenue, New York City
DIMOCK, HENRY F.,	Pier 11, N. R., " " "
DODGE, WILLIAM E.,	11 Cliff Street, " " "
FRISSELL, A. S.,	530 Fifth Avenue, New York City
GILDER, RICHARD WATSON,	33 E. 17th Street, New York City
GODKIN, E. L.,	36 W. 10th Street, " " "
GOODWIN, J. J.,	11 W. 54th Street, " " "
HARRIOT, S. CARMAN,	454 W. 23rd Street, New York City
HEMENWAY, AUGUSTUS,	10 Tremont Street, Boston, Mass.
HUBER, JACQUES,	472 Broome Street, New York City
JACOBI, A.,	19 E. 47th Street, New York City
JOHNSON, ROBERT UNDERWOOD,	33 E. 17th Street, " " "
KENNEDY, JOHN S.,	31 Nassau Street, New York City
KUNHARDT, WILLIAM B.,	1 Broadway, " " "
LOEB, JAMES,	27 Pine Street, New York City
LOEB, SOLOMON,	P. O. Box 1193, " " "
LOEB, J.,	30 E. 64th Street, " " "
G.,	53 Remsen Street, Brooklyn

MACK, JACOB W., ...	92 Liberty Street, New York City
MACY, V. EVERIT, ...	68 Broad Street, " " "
MAITLAND, ALEXANDER, ...	14 E. 55th Street, " " "
MAXWELL, ROBERT, ...	62 Worth Street, " " "
MILLER, JACOB F., ...	120 Broadway, " " "
MINTURN, ROBERT SHAW, ...	Bowling Green Bldg., " " "
MORTON, LEVI P., ...	100 Broadway " " "
MOSLE, GEORGE R., ...	16-18 Exchange Place, " " "
McANENY, GEORGE, ...	19 E. 47th Street, New York City
OGDEN, ROBERT C.	784 Broadway, New York City
ORDWAY, SAMUEL H., ...	31 Nassau Street, " " "
PAGE, EDWARD D., ...	60 Worth Street, New York City
PAGENSTECHE, A., ...	P. O. Box 683, " " "
PEABODY, GEORGE FOSTER, ...	27 Pine Street, " " "
PINCHOT, JAMES W., ...	2 Gramercy Park, " " "
POWERS, NATHANIEL B., ...	Lansingburg, N. Y.
RANDOLPH, STUART F., ...	31 Nassau Street, New York City
RUSSELL, CHARLES H., ...	15 Broad Street, " " "
SANDS, B. AYMAR, ...	31 Nassau Street, New York City
SCHEFFER, CARL, ...	476 Broome Street, " " "
SCHERMERHORN, W. C., ...	49 W. 23rd Street, " " "
SCHIEFFELIN, WILLIAM JAY, ...	5 E. 66th Street, " " "
SCHIFF, JACOB H., ...	P. O. Box 1193, " " "
SCHWAB, GUSTAV H., ...	5 Broadway, " " "
SCRYMSER, JAMES A., ...	107 E. 21st Street, " " "
SHEPARD, EDWARD M., ...	111 Broadway, " " "
SMITH, CORNELIUS B., ...	101 E. 69th Street, " " "
SPENCER, NELSON S., ...	31 Nassau Street, " " "
SPEYER, JAMES, ...	267 Madison Avenue, " " "
STETSON, FRANCIS LYNDE, ...	15 Broad Street, " " "
STOKES, ANSON PHELPS, ...	47 Cedar Street, " " "
STRAUS, OSCAR S., ...	44 Warren Street, " " "
TRASK, SPENCER, ...	27 Pine Street, New York City
VOSS, F. G., ...	100 William Street, New York City
WARE, WILLIAM R., ...	41 E. 49th Street, New York City
WATSON, CHARLES W., ...	The Osborne, 57th Street, " " "
WHITE, ALFRED T., ...	130 Water Street, " " "
WHITE, WILLIAM A., ...	130 Water Street, " " "
WUNDERLICH, F. W., ...	165 Remsen Street, Brooklyn

Abbot, Everett V.,	59 Wall Street, New York City
Abbott, Lawrence F.,	"The Outlook," " " "
Abbott, Lyman,	287 Fourth Avenue, " " "
Achells, John,	68 Leonard Street, " " "
Adams, Edward D.,	85 Wall Street, " " "
Adams, Joseph,	Union Stock Yards, Chicago, Ill.
Adams, Thatcher M.,	86 Wall Street, New York City
Adler, Felix,	1524 Park Avenue, " " "
Affeld, Francis O.,	873 President Street, Brooklyn
Agar, John G.,	31 Nassau Street, New York City
Agnew, Andrew Gifford,	45 Wall Street, " " "
Aiken, William A.,	157 Washington Street, Norwich, Conn.
Aitken, John W.,	873 Broadway, New York City
Allen, Calvin H.,	1 W. 72nd Street, " " "
Allen, Elmer A.,	80 Broadway, " " "
Allen, Franklin,	371 Fulton Street, Brooklyn
Alling, Joseph T.,	400 Oxford Street, Rochester, N. Y.
Alsop, Reese F.,	127 Remsen Street, Brooklyn
Anderson, Frank E.,	715 Broadway, New York City
Andrews, Avery D.,	11 Broadway, " " "
Andrews, J. Sherlock,	111 St. Paul Street, Rochester, N. Y.
Arnold, Lemuel H.,	8 Broad Street, New York City
Arnstein, Eugene,	10 Wall Street, " " "
Atterbury, Grosvenor,	18 W. 34th Street, " " "
Babbitt, Henry A.,	Pomfret Centre, Conn.
Babbott, Frank L.,	149 Lincoln Place, Brooklyn
Backus, Truman J.,	Packer Institute, " "
Bacon, Gorham,	63 W. 54th Street, New York City
Bagley, Valentine N.,	641 Washington Street, " " "
Baldwin, Elbert F.,	"The Outlook," " " "
Baldwin, Henry de Forest,	49 Wall Street, " " "
Baldwin, William H., Jr.,	128 Broadway, " " "
Ball, Thomas P.,	116 Broad Street, " " "
Bangs, Francis S.,	40 Wall Street, " " "
Bangs, L. Bolton,	39 E. 72nd Street, " " "
Bannard, Otto T.,	30 Broad Street, " " "
Bard, Albert Sprague,	25 Broad Street, " " "
Barker, Benjamin,	120 Broadway, " " "
Barlow, Charles L.,	39 E. 31st Street, " " "
Barney, A. H., (Life)	101 E. 38th Street, " " "
Barney, Danford N.,	Farmington, Conn
Barrett, Frank R.,	Box 616, Portland, Me.
Bartlett, P. G.,	25 Broad Street, New York City
Batterman, Henry,	360 Clinton Avenue, Brooklyn
Baylies, Edmund L.,	54 Wall Street, New York City
Beckers, Alexander,	618 Hudson Street, Hoboken, N. J.
Beebe, William H. H.,	Columbia University, New York City
Beckman, Gerard,	47 Cedar Street, " " "
Beck, George Lewis,	65 Pine Street, " " "

Behr, Herman, ...	75 Beekman Street, New York City
Benson, Frank Sherman, ...	214 Columbia Heights, Brooklyn
Biggs, Charles, ...	13 Astor Place, New York City
Bijur, Nathan, ...	34 Nassau Street, " " "
Bishop, George R., ...	142 E. 18th Street, " " "
Bishop, Heber R., ...	15 Broad Street, " " "
Bispham, William, ...	66 Broadway, " " "
Blagden, George, ...	18 E. 36th Street, " " "
Blair, John N., ...	32 Liberty Street, " " "
Boardman, W. H., ...	32 Park Place, " " "
Boas, Franz, ...	123 W. 82d Street, " " "
Bode, Frederick H., ...	care Gage Bros., Chicago, Ill.
Boller, Alfred P., ...	1 Nassau Street, New York City
Borden, M. C. D., ...	Box 1794, " " "
Bowen, C. Winthrop, ...	3 E. 10th Street, " " "
Brachhausen, G. A., ...	Rahway, N. J.
Brackett, George C., ...	50 Remsen Street, Brooklyn
Brewster, Charles O., ...	32 Liberty Street, New York City
Briesen, Arthur von, (Life)	229 Broadway, " " "
Briscoe, S. William, ...	42 Washington Sq., So., " " "
Brite, James, ...	111 Fifth Avenue, " " "
Brookfield, William, ...	218 Broadway, " " "
Brown, Augustus H., ...	262 W. 136th Street, " " "
Brown, Edward M., ...	25 State Street, " " "
Brown, Edwin H., ...	141 Broadway, " " "
Brown, Everit, ...	56 Pine Street, " " "
Brown, Henry T., ...	192 Lincoln Place, Brooklyn
Brown, Roscoe C. E., ...	"Tribune" Office, New York City
Brown, Thatcher M., ...	36 E. 37th Street, " " "
Brownell, William C., ...	153 Fifth Avenue, " " "
Bruce, James M., ...	Yonkers, N. Y.
Brush, W. Franklin, ...	16 E. 37th Street, New York City
Buckingham, C. L., ...	195 Broadway, " " "
Bunnell, James S., ...	49 Second Street, San Francisco, Cal.
Burlingham, Charles C., ...	45 William Street, New York City
Burnett, Henry L., ...	P. O. Building, " " "
Burr, Winthrop, ...	7 Wall Street, " " "
Burt, Silas W., ...	30 Broad Street, " " "
Bush, J. Adriance, ...	100 Broadway, " " "
Butler, Nicholas Murray, ...	119 E. 30th Street, " " "
Byrne, James, ...	30 Broad Street, " " "
Cadwalader, John L., ...	40 Wall Street, New York City
Caesar, Henry A., ...	20 Green Street, " " "
Cahen, I. J., ...	1 Madison Avenue, " " "
Calkins, Leighton, ...	25 Broad Street, " " "
Canfield, George F., ...	49 Wall Street, " " "
Carnegie, Andrew, (Life)	5 West 51st Street, " " "
Carter, Frederick B., ...	61 Church Street, Montclair, N. J.
Carter, George F., ...	Fanwood, N. J.

Cary, Clarence, ...	59 Wall Street, New York City
Cassatt, George M., ...	327 Broadway, " " "
Cauldwell, John B., ...	Southampton, N. Y.
Chadwick, John White, ...	626 Carlton Avenue, Brooklyn
Chamberlain, D. H., ...	40 Wall Street, New York City
Chamberlain, L. T., ...	222 W. 23 Street, " " "
Chambers, William, ...	59 Liberty Street, " " "
Chandler, Frank R., ...	110 Dearborn Street, Chicago, Ill.
Chanute, Octave, ...	413 East Huron Street, " " "
Chapman, Henry G., ...	41 Wall Street, New York City
Chase, George, ...	35 Nassau Street, " " "
Chauncey, Daniel, ...	129 Joralemon Street, Brooklyn
Cheney, F. W.	South Manchester, Conn.
Cheney, George L., ...	181 E. 57th Street, New York City
Cheney Louis R., ...	Woodland Street, Hartford, Conn.
Cheritree, Theodore, ...	Niagara, N. Y.
Childs, Edwards H., ...	59 Wall Street, New York City
Choate, Joseph H., ...	American Embassy, London
Choate, William G., ...	40 Wall Street, New York City
Cillis, Hubert, ...	20 Nassau Street, " " "
Claffin, John, ...	224 Church Street, " " "
Claghorn, Charles, ...	Bedford Avenue, cor. Fulton Street, Brooklyn
Clark, Edward P., ...	206 Broadway New York City
Clarke, Samuel B., ...	32 Nassau Street, " " "
Cleveland, Treadwell, ...	25 Broad Street, " " "
Codington, Perley M., ...	32 W. 32nd Street, " " "
Cohen, William N., ...	22 William Street, " " "
Collier, William Miller, ...	Auburn, N. Y.
Collins, Atwood, ...	Asylum Avenue, Hartford, Conn.
Collins, Stephen W., ...	69 Wall Street, New York City
Collyer, Robert, ...	201 W. 55th Street, " " "
Comstock, Albert, ...	56 Pine Street, " " "
Conger, Clarence R., ...	45 William Street, " " "
Conger, Henry C., ...	140 W. 82nd Street, " " "
Cook, Charles D., ...	162 Remsen Street, Brooklyn
Cook, Walter, ...	3 W. 29th Street, New York City
Cooley, Alford Warriner, ...	Westchester, " " "
Cope, Francis R., ...	1 Walnut Street, Philadelphia, Pa.
Cotton, Joseph P., Jr., ...	40 Wall Street, New York City
Coudert, Frederick R., Jr., ...	71 Broadway, " " "
Cowperthwait, J. Howard, ...	186 Park Row, " " "
Coykendall, S. D., ...	33 Coenties Slip, " " "
Crane, Frederick, ...	Bloomfield, N. J.
Cranford, Walter V., ...	215 Montague Street, Brooklyn
Cravath, Paul D., ...	40 Wall Street, New York City
Crawford, Gilbert H., ...	49 Wall Street, " " "
Creevey, John J., ...	41 Wall Street, " " "
Cromwell, Frederic, ...	32 Nassau Street, " " "
Cromwell, Lincoln, ...	1 Greene Street, " " "

Cross, B. T., ...	88 Nassau Street, New York City
Croswell, J. G., ...	17 W. 44th Street, " " "
Curtis, William E., ...	30 Broad Street, " " "
Cushing, William E., ...	Society for Savings Bldg., Cleveland, O.
Cutler, Arthur H., ...	20 E. 50th Street, New York City
Cutting, W. Bayard, ...	24 E. 72nd Street, " " "
Cuyler, C. C., ...	44 Pine Street, " " "
Daboll, Henry E., ...	30 Broad Street, New York City
Dana, Charles L., ...	50 W. 48th Street, " " "
Davies, Julien T., ...	82 Nassau Street, " " "
Davies, William Gilbert, ...	82 Nassau Street, " " "
Davis, Benjamin P., ...	107 Wall Street, " " "
Davis, G. Pierrepont, ...	Woodland Street, Hartford, Conn.
Davis, Horace A., ...	62 Wall Street, New York City
Day, Clarence S., ...	45 Wall Street, " " "
DeForest, R. W., ...	30 Broad Street, " " "
Delano, Warren, Jr., ...	1 Broadway, " " "
Deming, Horace E., ...	18 William Street, " " "
Denison, Winfred T., ...	126 E. 28th Street, " " "
Despard, W. D., ...	6 Hanover Street, " " "
Dettmer, Jacob G., ...	27 Prospect Park W., Brooklyn
Devine, Thomas J., ...	19 Portsmouth Terrace, Rochester, N. Y.
DeWitt, Theodore, ...	88 Nassau Street, New York City
Dickinson, Robert L., ...	168 Clinton Street, Brooklyn
Dittenhoefer, A. J., ...	96 Broadway, New York City
Dodge, Cleveland H., ...	99 John Street, " " "
Dominick, H. B., ...	Broadway and 17th Street, " " "
Dommerich, L. F., ...	57 Greene Street, " " "
Donnelly, Samuel B., ...	369 Nostrand Avenue, Brooklyn
Doty, Ethan Allen, ...	728 St. Mark's Place, " " "
Dougherty, J. Hampden, ...	27 William Street, New York City
Dow, Abbot L., ...	200 Columbia Heights, Brooklyn
Dows, Tracy, ...	Room 102, Produce Exchange, New York City
Dulon, Rudolf, ...	115 Broadway, " " "
Dunham, Edward K., ...	338 E. 26th Street, " " "
Dunham, Lawrence, ...	7 E. 42nd Street, " " "
Dunning, S. Wright, ...	80 Madison Avenue, " " "
Eaton, S. Edward, ...	20 Fulton Street, New York City
Ecaubert, F., ...	18 Rose Street, " " "
Elderkin, John, ...	150 W. 83d Street, " " "
Eliot, Charles W., ...	Cambridge, Mass.
Elkins, Stephen B., ...	1626 K Street, Washington, D. C.
Ely, Alfred, ...	31 Nassau Street, New York City
Ely, Arthur H., ...	56 Wall Street, " " "
Ely, Moses, ...	2 Wall Street, " " "
Emmons, Arthur B., ...	60 Park Avenue, " " "
Emmons, J. Frank, ...	56 Broadway, " " "
Emmons, Samuel F., ...	U. S. Geological Survey, Washington, D. C.

Erbelöh, R., ...	364 Broadway, New York City
Everest, Charles M., ...	350 West Avenue, Rochester, N. Y.
Ewart, Richard H., ...	115 Franklin Street, New York City
Fabbri, Alessandro, ...	11 E. 62d Street, New York City
Fabbri, Ernesto G., ...	11 E. 62d Street, " " "
Fahnestock, H. C., ...	2 Wall Street, " " "
Fairchild, Benjamin T., ...	P. O. Box 1180, " " "
Fairchild, Charles S., ...	46 Wall Street, " " "
Faure, John P., ...	846 Broadway, " " "
Fechheimer, M. S., ...	748 Broadway, " " "
Fisher, George H., ...	308 Walnut Street, Philadelphia, Pa.
Fisher, George H., ...	310 Throop Avenue, Brooklyn
Fleitmänn, Ewald, ...	484 Broome Street, New York City
Floyd, John G., ...	188 E. 37th Street, " " "
Forrest, C. R., ...	Asylum Avenue, Hartford, Conn.
Foster, Abbott, ...	Box 16, Litchfield, Conn.
Fox, Austen G., (Life), ...	45 W. 33d Street, New York City
Fraenckel, Richard H., ...	19 and 21 Greene Street, " " "
Francis, David G., ...	New Canaan, Conn.
Frankenheimer, John, ...	22 Broad Street, New York City
Frissell, H. B., ...	Hampton, Va.
Frothingham, Benjamin T., ...	74 Broad Street, New York City
Frothingham, Howard P., ...	2 Wall Street, " " "
Fuller, Frank, ...	61 Fifth Avenue, " " "
Fuller, Paul, ...	100 Broadway, " " "
Fullerton, Alexander, (Life), ...	5 University Place, " " "
Fullerton, Henry S., ...	71 Broadway, " " "
Fulton, Thomas A., ...	84 Union Square, East, " " "
Gaillard, William D., ...	141 Broadway, New York City
Garrison, Wendell P., ...	206 Broadway, " " "
Garver, John A., ...	44 Wall Street, " " "
Gibbs, Theodore K., ...	187 Broadway, " " "
Gibson, William J., ...	641 Washington Street, " " "
Gitterman, John M., ...	68 William Street, " " "
Goadby, Clarence, ...	21 W. 35th Street, " " "
Goddard, George A., ...	10 Tremont Street, Boston, Mass.
Goldman, Julius, ...	31 Nassau Street, New York City
Goldmark, James, ...	121 Worth Street, " " "
Goodale, John McGregor, ...	271 Broadway, " " "
Goodnow, Frank J., ...	49 Riverside Drive, " " "
Goodwin, Elliot H., ...	54 William Street, " " "
Gothell, Paul, ...	Produce Exchange, " " "
Gould, Elgin R. L., ...	231 Fourth Avenue, " " "
Grant, De Forest, ...	23 E. 49th Street, " " "
Grant, Percy S., ...	7 W. 10th Street, " " "
Green, George Walton, ...	30 Broad Street, " " "
Green, Noah, ...	10 E. 130th Street, " " "
Greenbaum, Samuel, ...	141 Broadway, " " "

Greene, Francis V.,	11 Broadway, New York City
Greene, Jacob L.,	Hartford, Conn.
Greene, J. Warren,	3 Broad Street, New York City
Greenfield, George J.,	32 Broadway, " " "
Greenough, John,	31 W. 85th Street, " " "
Greer, David H.,	342 Madison Avenue, " " "
Grinnell, William Morton,	20 Broad Street, " " "
Gross, Charles E.,	Asylum Avenue, Hartford, Conn.
Gulliver, W. C.,	120 Broadway, New York City
Guthrie, William D.,	40 Wall Street, " " "
Gwynne, Arthur C.,	Rye, N. Y.
Gwynne, John A.,	" " "
Hagemeyer, F. E.,	F 15, Produce Exchange, New York City
Hall, Elial F.,	108 St. Joseph Street, Mobile, Ala.
Hall, Valentine G.,	11 Broadway, New York City
Hamilton, E. Luther,	146 Broadway, " " "
Hamlin, Frank, H.,	Canandaigua, N. Y.
Hand, Augustus N.,	49 Wall Street, New York City
Harbeck, Charles T.,	Islip, N. Y.
Harding, Edward,	54 Wall Street, New York City
Hardon, Henry Winthrop,	313 W. 71st Street, " " "
Harper, Orlando M.,	106 Worth Street, " " "
Hasslacher, Jacob,	100 William Street, " " "
Hayes, J. Noble,	120 Broadway, " " "
Heath, Frank E.,	94 Liberty Street, " " "
Healy, A. Augustus,	198 Columbia Heights, Brooklyn
Henderson, Harold G.,	128 E. 34th Street, New York City
Henriques, C. A.,	25 W. 49th Street, " " "
Hentz, Henry,	769 St. Mark's Avenue, Brooklyn
Hentz, Leonard S.,	769 St. Mark's Avenue, " "
Hessberg, Max,	13 William Street, New York City
Hewitt, Abram S.,	17 Burling Slip, " " "
Hicks, Benjamin D.,	Old Westbury, N. Y.
Higginson, James J.,	16 E. 41st Street, New York City
Hill, J. E. R.,	115 High Street, Boston, Mass.
Hill, John Sprunt,	54 William Street, New York City
Hinrichs, Frederick W.,	76 William Street, " " "
Hitchcock, Welcome G., (Life)	453 Broome Street, " " "
Hoadley, George,	22 William Street, " " "
Hobart, Henry L.,	120 Front Street, " " "
Hoe, Richard M.,	Room 102, Produce Exchange, " " "
Hoe, Robert,	504 Grand Street, " " "
Holls, Frederick W.,	120 Broadway, " " "
Holt, George C.,	34 Pine Street, " " "
Holt, Henry,	29 W. 23d Street, " " "
Holt, Roland,	711 Madison Avenue, " " "
Hooper, Franklin W.,	71 St. James Place, Brooklyn
Hoppin, Frederick S., Jr.,	131 E. 19th Street, New York City
Hoppin, William W.,	111 Broadway, " " "

Hornblower, William B., ...	30 Broad Street, New York City
Hough, C. M., ...	180 Broadway, " " "
Howe, Daniel R., ...	Asylum Avenue, Hartford, Conn.
Howe, Wirt, ...	135 Broadway, New York City
Howland, Charles P., ...	35 Wall Street, " " "
Hubbard, Thomas H., ...	16 W. 58th Street, " " "
Hubbell, Charles Bulkeley, ...	2 Wall Street, " " "
Hughes, Charles E., ...	96 Broadway, " " "
Hull, Charles A., ...	72 Wall Street, " " "
Huntington, Francis C., ...	49 Wall Street, " " "
Huntington, William R., ...	804 Broadway, " " "
Ide, George E., ...	256 Broadway, New York City
Ireland, F. G., ...	346 Broadway, " " "
Isaacs, Myer S., ...	27 Pine Street, " " "
Ives, Brayton, ...	37 Wall Street, " " "
Jackson, Frederick W., ...	Westchester, N. Y.
James, D. Willis, ...	11 Cliff Street, New York City
Jay, Pierre, ...	49 E. 64th Street, " " "
Jay, William, ...	48 Wall Street, " " "
Jefferson, Joseph, ...	Buzzards Bay, Mass.
Jennings, Frederick B., ...	15 Broad Street, New York City
Jesup, Morris K., ...	195 Madison Avenue, " " "
Johnson, J. Augustus, ...	43 Cedar Street, " " "
Johnson, James G., ...	655 Broadway, " " "
Johnson, Willis Fletcher, ...	154 Nassau Street, " " "
Jones, Edward H., ...	Naval Office, Custom House, " " "
Jones, Lynds E., ...	346 Broadway, " " "
Jordan, Edward B., ...	129 Degraw Street, Brooklyn
Kahn, Otto H., (Life), ...	27 Pine Street, New York City
Keller, John, ...	722 Broadway, " " "
Kelsey, Clarence H., ...	146 Broadway, " " "
Kenneson, Thaddeus D., ...	13 William Street, " " "
Kenyon, Alan D., ...	49 Wall Street, " " "
Kenyon, William Houston, ...	49 Wall Street, " " "
Keppler, Rudolph, ...	25 Broad Street, " " "
Kernan, John D., ...	37 Liberty Street, " " "
Kick, Ludwig, ...	Passaic, N. J.
Kidder, Camillus G., ...	27 William Street, New York City
Kidder, Edward H., ...	89 Remsen Street, Brooklyn
Kimball, A. R., ...	Orange, N. J.
King, William F., ...	346 Broadway, New York City
Kinnicutt, Francis H., ...	32 Liberty Street, " " "
Kinnicutt, Francis P., ...	42 W. 37th Street, " " "
Kirchhoff, Charles, ...	232 William Street, " " "
Kissell, Gustav E., (Life), ...	32 Liberty Street, " " "
Kohler, Max J., ...	119 Nassau Street, " " "
Klupfel, Charles, ...	5 Broadway " " "

Knauth, Antonio, ...	233 West 70th Street, New York City
Klein, Isaac H., ...	45 Cedar Street, " " "
Kuhne, Percival, ...	13 William Street, " " "
Kunhardt, Henry R., ...	124 W. 74th Street, " " "
Laimbeer, Francis E., ...	99 Nassau Street, New York City
Lambert, William B., ...	Highland Avenue, Cambridge Mass.
Lambert, William S., ...	Produce Exchange, New York City
Lansing J. Townsend, ...	82 State Street, Albany, N. Y.
Larocque, Joseph, ...	P. O. Box 2911, New York City
Larremore, Wilbur, ...	32 Nassau Street, " " "
Lawrence, Cyrus J., ...	15 Wall Street, " " "
Lawrence, Richard H., ...	15 Wall Street, " " "
Lawshe, Jay E., ...	54 William Street, " " "
Lea, Henry Charles, ...	2000 Walnut Street, Philadelphia, Pa.
Learned, James E., ...	82 E. 55th Street, New York City
Leavens, George St. J., ...	72 Bible House, " " "
Leavitt, J. Brooks, ...	111 Broadway " " "
Leaycraft, J. Edgar, ...	19 W. 42nd Street, " " "
Ledoux, Albert R., ...	9 Cliff Street, " " "
Lee, W. H. L., ...	20 Nassau Street, " " "
Le Gendre, William, ...	59 Wall Street, " " "
Lehmaier, Louis A., ...	78 Beekman Street, " " "
Lent, Edward B., ...	70 Lee Avenue, Brooklyn
Levi, Joseph C., ...	35 Nassau Street, New York City
Lewis, August, ...	151 Greene Street, " " "
Lewis, Richard V., ...	130 W. 42d Street, " " "
Lindsay, Alexander M., ...	373 East Avenue, Rochester, N. Y.
Lockwood, Benoni, ...	56 Irving Place, New York City
Loeb, Morris, ...	118 W. 72d Street, " " "
Logan, Walter S., ...	27 William Street, " " "
Loines, Stephen, ...	26 Garden Place, Brooklyn
Lord, Franklin B., ...	49 Wall Street, New York City
Lounsbery, Richard P., ...	15 Broad Street, " " "
Lovell, Joseph J., ...	563 Manhattan Avenue, Brooklyn
Low, C. Adolph, ...	41 Liberty Street, New York City
Low, William, G. Jr., ...	58 Remsen Street, Brooklyn
Lowndes, James, ...	1505 Pennsylvania Avenue, Washington, D. C.
Ludlow, James B., ...	45 Cedar Street, New York City
Luther, George Martin, ...	32 Liberty Street, " " "
Lyman, Frank, ...	50 Remsen Street, Brooklyn
Lyman, George T., ...	Bellport, N. Y.
Lyman, Theodore, ...	Woodland Street, Hartford, Conn.
Lynde, Rollin H., ...	31 Pine Street, New York City
Macdonough, A. R., ...	105 E. 15th Street, New York City
Macfarlane, Wallace, ...	32 Liberty Street, " " "
MacVeagh, Charles, ...	15 Broad Street, " " "
Magee, John H., ...	Scottsburg, N. Y.
Mallinckrodt, Edward, ...	Mallinckrodt Chemical Works, St. Louis, Mo.

Mapes, Charles V.,	143 Liberty Street, New York City
Markoe, Francis H.,	15 E. 49th Street, " " "
Marquand, Henry,	P. O. Box 888, " " "
Marshall, Charles H.,	6 E. 77th Street, " " "
Marshall, Fielding L.,	55 Liberty Street, " " "
Marshall, Louis,	30 Broad Street, " " "
Marsters, A. A.,	15 Dey Street, " " "
Martin, Newell,	25 Broad Street, " " "
Martin, T. Comerford,	120 Liberty Street, " " "
Mason, Alfred Bishop,	. Apartado 180, City of Mexico
Mason, James Weir,	82 W. 129th Street, New York City
Mathews, Albert,	222 W. 23d Street, " " "
Mathews, Brander,	681 West End Avenue, " " "
Mathews, Robert,	135 Spring Street, Rochester, N. Y.
Matthewson, Arthur,	139 Montague Street, Brooklyn
Maxwell, Henry W.,	70 First Place, " "
Maxwell, William H.,	632 Greene Avenue, " "
Mellen, Chase,	45 Cedar Street, New York City
Merck, George,	15 University Place, " " "
Merrill, Charles E.,	43 E. 10th Street, " " "
Merrill, Payson,	111 Broadway, " " "
Meyer, Jacob,	29 E. 63d Street, " " "
Miller, Hoffman,	80 Broadway, " " "
Mitchell, Edward,	31 E. 50th Street, " " "
Moffat, George B.,	1 Nassau Street, " " "
Moffat, R. Burnham,	63 Wall Street, " " "
Montgomery, R. M.,	25 Pine Street, " " "
Moore, W. H. H.,	Box 402, " " "
Morse, Horace J.,	820 St. Mark's Avenue, Brooklyn
Morse, James H.,	423 Madison Avenue, New York City
Morse, Richard, C.,	13 W. L. 9th Street, " " "
Mortimer, Richard,	11 Wall Street, " " "
Mosenthal, P. J.,	46 Cedar Street, " " "
Mosle, A. Henry,	30 Broad Street, " " "
Mott, William F.,	Toms River, N. J.
Munro, J. G.,	61 Erie County Bank Building, Buffalo
Murray, James B.,	60 Wall Street, New York City
Murray, Joseph K.,	63 Wall Street, " " "
Myers, Nathaniel,	25 Broad Street, " " "
McAlpin, George L.,	9 E. 90th Street, New York City
McCagg, Louis Butler,	291 Madison Avenue, " " "
McKeen, James,	136 Henry Street, Brooklyn
McKeever, J. Lawrence,	164 Lexington Avenue, New York City
McKelvey, John Jay,	66 Broadway, " " "
McKim, John A.,	18 Wall Street, " " "
McMahon, Fulton,	111 Broadway, " " "
Nadal, Charles C.,	129 E. 17th Street, New York City
Naumberg, Elkan,	89 Wall Street, " " "

Naumberg, George W., ...	33 Wall Street, New York City
Naumberg, Walter W., ...	33 Wall Street, " " "
Nelson, Henry Loomis, ...	918 Seventeenth Street, Washington, D. C.
Nelson, H. W., Jr., ...	Geneva, N. Y.
Nevius, John H. C., ...	83 Union Square, New York City
Newton, Virginus, ...	Box 906, Richmond, Va.
Nichols, George M., ...	277 Adelphi St., Brooklyn
Nichols, W. N., ...	353 Clinton Avenue, "
Nicoll, James C., ...	51 W. 10th Street, New York City
Nissen, Ludwig, ...	18 John Street, " " "
North, Thomas M., ...	160 Central Park South, " " "
Nourse, Charles J., Jr., ...	27 William Street, " " "
Oakes, Charles, ...	9 Pine Street, New York City
O'Connor, John A., ...	12 E. 44th Street, " " "
Ogden, Willis L., ...	73 Pierrepont Street, Brooklyn
Olin, Stephen H., ...	82 Nassau Street, New York City
Olyphant, Robert, ...	21 Cortlandt Street, " " "
Opdyke, William S., ...	20 Nassau Street, " " "
Openhym, Adolphe, ...	42 Greene Street, " " "
Orr, Alexander E., ...	102 Remsen Street, Brooklyn
Osborn, William Church, ...	71 Broadway, New York City
Osborn, Thomas M., ...	Auburn, N. Y.
Packard, Edwin, ...	241 Henry Street, Brooklyn
Page, Walter H., ...	34 Union Square, New York City
Parker, Frederick S., ...	32 Garden Place, Brooklyn
Parrish, Samuel L., ...	44 Broadway, New York City
Parsons, Herbert, ...	111 Broadway, " " "
Parsons, John E., ...	111 Broadway, " " "
Partridge, Edward L., ...	19 Fifth Avenue, " " "
Paulding, James Kirk, ...	130 E. 24th Street, " " "
Pauli, H. G., ...	15 S. William Street, " " "
Peck, George G., ...	18 East 65th Street, " " "
Peckham, W. G., ...	111 Broadway, " " "
Peckham, Wheeler H., ...	80 Broadway, " " "
Pedersen, James, ...	29 E. 44th Street, " " "
Pell, Frederick A., ...	51 Wall Street, " " "
Pendleton, Francis K., ...	44 Broadway, " " "
Perkins, Robert, P., ...	41 Union Square, " " "
Perrine, William A., ...	23 Park Row, " " "
Phillips, Lee, ...	247 W. 71st Street, " " "
Phoenix, Phillips, ...	68 Broad Street, " " "
Pierce, Franklin, ...	31 Nassau Street, " " "
Pierrepont, Henry E., ...	216 Columbia Heights, Brooklyn
Pierrepont, H. E., Jr., ...	216 Columbia Heights, "
Pierrepont, Robert Low, ...	216 Columbia Heights, "
Pinchot, Gifford, ...	2 Gramercy Park, New York City
Pope, A. A., ...	Pope Building, Boston, Mass.
Pope, George A., ...	926 St. Paul Street, Baltimore, Md.

Pott, James, ...	119 W. 23d Street, New York City
Potter, Frederick, ...	71 Broadway, " " "
Potter, Henry C., ...	10 Washington Square, East, " " "
Potts, William, ...	229 Lexington Avenue, " " "
Powell, Wilson M., Jr., ...	29 Wall Street, " " "
Prentice, William P., ...	155 Broadway, " " "
Prentiss, George L., ...	41 E. 61st Street, " " "
Pryer, Charles, ...	New Rochelle, N. Y.
Pryor, James W., ...	19 W. 34th Street, New York City
Putnam, George Haven, ...	27 W. 23d Street, " " "
Putnam, George P., ...	160 Fifth Avenue, " " "
Putnam, Harrington, ...	404 Washington Avenue, Brooklyn
Putnam, Irving, ...	27 W. 23rd Street, New York City
Pyne, Moses Taylor, ...	42 W. 53d Street, " " "
Rainsford, W. S., ...	209 E. 16th Street, New York City
Rand, George C., ...	107 Wall Street, " " "
Rand, William H., Jr.	Criminal Court Building, " " "
Raymond, Charles H., ...	32 Liberty Street, " " "
Raymond, Rossiter W.	123 Henry Street, Brooklyn
Reichhelm, Edward P., ...	23 John Street, New York City
Reynolds, James B., ...	184 Eldridge Street, " " "
Rice, Edwin T., Jr., ...	59 Wall Street, " " "
Rice, J. M., ...	111 Fifth Avenue, " " "
Richards, C. A. L., ...	144 Benefit Street, Providence, R. I.
Richards, George, ...	141 Broadway, New York City
Rives, George L., ...	14 W. 38th Street, " " "
Robb, J. Hampden, ...	23 Park Avenue, " " "
Robinson, Beverly R., ...	42 W. 37th Street, " " "
Rogers, Henry A., ...	19 John Street, " " "
Romaine, Louis Tyson, ...	84 Beaver Street, " " "
Roome, W. Harris, ...	40 Wall Street, " " "
Roosevelt, Theodore, ...	Oyster Bay, N. Y.
Root, Elihu, ...	War Department, Washington, D. C.
Rose, Arthur P., ...	Geneva, N. Y.
Rosenbaum, S. D., ...	51 Franklin Street, New York City
Rosenblatt, M. G., (Life), ...	35 Mercer Street, " " "
Rosenfield, George, ...	35 South William Street, " " "
Rowe, William V., ...	52 Wall Street, " " "
Rumsey, Dexter P., ...	742 Delaware Street, Buffalo, Y. N.
Saint Gaudens, Augustus, ...	Windsor, Vt.
Salomon, William, ...	2 Wall Street, New York City
Sand, Max E., ...	Ardley-on-Hudson, N. Y.
Sanger, William Cary, ...	War Department, Washington, D. C.
Sayer, W. Murray, Jr., ...	398 Washington Avenue, Brooklyn
Scharmann, Hermann B., ...	170 W. 59th Street, New York City
Schieren, Charles A., ...	405 Clinton Avenue, Brooklyn
Schnakenberg, D., ...	6 Hanover Street, New York City
Schrader, George H. F., ...	32 Rose Street, " " "

Schumacher, Charles, ...	41 Exchange Place, New York City
Schurman, Jacob Gould, ...	Cornell University, Ithaca, N. Y.
Schurz, Carl, ...	24 E. 61st Street, New York City
Schurz, Carl Lincoln, ...	239 Broadway, " " "
Scott, J. F., ...	407 W. 123d Street, " " "
Scribner, Arthur H., ...	153 Fifth Avenue, " " "
Scribner, Charles, ...	153 Fifth Avenue, " " "
Searle, Arthur, ...	41 Concord Avenue, Cambridge, Mass.
Seaver, Benjamin F., ...	111 Pierrepont Street, Brooklyn
Sedgwick, Arthur G., ...	115 Broadway, New York City
Seligman, E. B. A., ...	224 W. 60th Street, " " "
Serven, A. Ralph, ...	Civil Service Commission, Washington, D. C.
Sexton, Lawrence E., ...	24 Pine Street, New York City
Shaw, Albert, ...	13 Astor Place, " " "
Sheldon, Edward W., ...	45 Wall Street, " " "
Sherman, Arnold W., ...	235 Henry Street, Brooklyn
Sherman, Frederick T., ...	235 Henry Street, " "
Shillaber, William Jr., ...	1 Broadway, New York City
Siedenber, Reinhard, ...	Cotton Exchange, " " "
Simes, William, ...	Peterham, Mass.
Sinclair, John, ...	16 E. 60th Street, New York City
Slicer, Thomas R., ...	156 E. 38th Street, " " "
Slosson, J. Lawrence, ...	Geneva, N. Y.
Smillie, James D., ...	110 E. 38th Street, New York City
Smith, Adelbert J., ...	108 Madison Avenue, " " "
Smith, Bryan H., ...	79 Pierrepont Street, Brooklyn
Smith, Charles Robinson, ...	25 Broad Street, New York City
Smith, Charles Stewart, ...	25 W. 47th Street, " " "
Smith, Clarence B., ...	101 E. 60th Street, " " "
Smith, J. Henry, ...	10 Wall Street, " " "
Smith, William Alexander, ...	71 Broadway, " " "
Snow, Henry Sanger, ...	81 Willoughby Street, Brooklyn
Spahr, Charles B., ...	Care "The Outlook," New York City
Spaulding, Henry K., ...	102 W. 93d Street, " " "
Stapler, H. B. B., ...	43 Wall Street, " " "
Stedman, Edmund C., ...	Bronxville, " " "
Steers, James R., ...	1 Broadway, " " "
Steinway, Frederick T., ...	53rd Street and Park Avenue, " " "
Sternberger, M. M., ...	117 W. 74th Street, " " "
Stewart, William R., ...	81 Nassau Street, " " "
Stickney, Joseph, ...	1 Broadway, " " "
Stimson, Daniel M., ...	11 W. 17th Street, " " "
Stoiber, Louis, ...	722 Broadway, " " "
Stokes, Anson Phelps, Jr., (Life), ...	229 Madison Avenue, " " "
Stokes, Harold M. Phelps, (Life), ...	229 Madison Avenue, " " "
Stokes, I. N. Phelps, (Life), ...	229 Madison Avenue, " " "
Stokes, James, ...	49 Cedar Street, " " "
Stokes, J. G. Phelps, (Life), ...	229 Madison Avenue, " " "
Strauss, Albert, ...	15 Broad Street, " " "

Strauss, Frederick,	15 Broad Street, New York City
Sturgis, Russell,	307 E. 17th Street, " " "
Strong, George A.,	34 Pine Street, " " "
Strong, Theron G.,	49 Wall Street, " " "
Sturges, S. Perry,	305 Washington Avenue, Brooklyn
Sturgis, Thomas,	138 E. 38th Street, New York City
Stuyvesant, Rutherford,	16 Exchange Place, " " "
Sulzberger, Ferdinand,	45th Street and First Avenue, " " "
Sumner, Graham,	25 Broad Street, " " "
Sutro, Frederick Charles,	44 W. 76th Street, " " "
Swan, Lyndon M.,	7 Wall Street, " " "

Taft, Henry W.,	40 Wall Street, New York City
Tatham, Charles,	302 Lexington Avenue, " " "
Tatham, Edwin,	82 Beekman Street, " " "
Taussig, Walter M.,	9-15 Murray Street, " " "
Taylor, Henry Ling,	60 W. 55th Street, " " "
Taylor, Walter F.,	54 Wall Street, " " "
Taylor, Thomas Fenton,	31 Nassau Street, " " "
Taylor, William C.,	94 Keap Street, Brooklyn
Terry, Roderick,	169 Madison Avenue, New York City
Terry, Seth Sprague,	126 E. 34th Street, " " "
Thomas, Robert L.,	Scotch Plains, N. J.
Thompson, Hugh S.,	346 Broadway, New York City
Thomson, William H.,	23 E. 47th Street, " " "
Thorne, Samuel, Jr.,	55 Liberty Street, " " "
Thurber, Francis B.,	90 West Broadway, " " "
Tiebout, Charles H.,	31 Grand Street, Brooklyn
Tod, J. Kennedy,	45 Wall Street, New York City
Tomkins, Calvin,	120 Liberty Street, " " "
Tompkins, Hamilton B.,	229 Broadway, " " "
Train, Arthur C.,	23 W. 47th Street, " " "
Tuckerman, Alfred,	1123 Broadway, " " "
Turnbull, George R.,	33 Mercer Street, " " "
Turner, Herbert B.,	22 William Street, " " "

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Valentine, Robert G.,	Mass. Inst. Tech., Boston, Mass.
Vallandigham, Edward N.,	Reform Club, New York City
Van Dusen, Samuel C.,	27 Cliff Street, " " "
Van Iderstine, Robert,	20 Nassau Street, " " "
Van Ingen, Dudley W.,	135 Henry Street, Brooklyn
Van Ingen, Edward H.,	9 E. 71st Street, New York City
Van Nest, George W.,	20 Broad Street, " " "
Villard, Harold G.,	10 Wall Street, " " "
Villard, Oswald Garrison, (Life),	206 Broadway, " " "
Vom Baur, C. M.,	507 Broadway, " " "

Warburg, F. M., (Life),	27 Pine Street, New York City
Wadsworth, James W.,	Geneseo, N. Y.
Walcott, Philip K.,	111 Broadway, New York City
Walker, Hay,	Care of W. & H. Walker, Alleghany City, Pa.
Walker, John,	1231 Western Avenue, " " "
Walker, Samuel C.,	Harbison & Walker, Pittsburg, "
Walker, William,	" " " "
Wallace, Jackson,	44 Cedar Street, New York City
Wallace, William H.,	66 Broadway, " " "
Wallace, W. J.,	201 W. 80th Street, " " "
Ward, Henry Galbreath,	160 Broadway, " " "
Ward, J. H.,	34 Kenyon Bldg., Louisville, Ky.
Ward, J. Q. A.,	119 W. 52nd Street, New York City
Warner, John De Witt,	111 Broadway, " " "
Warren, E. Walpole,	823 Madison Avenue, " " "
Warren, Edward H.,	40 Wall Street, " " "
Warren, George A.,	620 I Street, N. W., Washington, D. C.
Warren, H. Langford,	110 Boylston Street, Boston, Mass.
Wasson, James B.,	154 Nassau Street, New York City
Weed, John W.,	62 William Street, " " "
Weeks, E. R.,	3408 Harrison Street, Kansas City, Mo.
Weeks, Rufus W.,	346 Broadway, New York City
Wehle, Theodore,	59 W. 89d Street, " " "
Welch, Archibald A.,	Woodland Street, Hartford, Conn.
Welling, R. W. G.,	2 Wall Street, New York City
Wendell, Evert J.,	8 E. 38th Street, " " "
Wertheim, H. P.,	27 William Street, " " "
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Wheeler, A. S.,	511 Sears Bldg., Boston, Mass.
Wheeler, Everett P.,	21 State Street, New York City
Wheeler, James R.,	Columbia College, " " "
White, Alexander M.,	2 Pierrepont Place, Brooklyn
White, Alexander M., Jr.,	158 Columbia Heights, "
White, Andrew D., (Life),	American Embassy, Berlin
White, George C.,	Montclair, N. J.
White, Harold T.,	1 Nassau Street, New York City
White, Horace,	18 W. 69th Street, " " "
Whitehead, Charles E.,	71 Broadway, " " "
Whitlock, Bache McE.,	59 William Street, " " "
Whitney, Edward B.,	59 Wall Street, " " "
Whitridge, Frederick W.,	59 Wall Street, " " "
Wickersham, George W.,	40 Wall Street, " " "
Wiggin, Frederick H.,	55 W. 36th Street, " " "
Wilcox, Ansley,	295 Main Street, Buffalo, N. Y.
Wilcox, David,	Metropolitan Club, New York City
Wilcox, Franklin A.,	1 Broadway, " " "
Wilds, Howard Payson,	University Club, " " "
Williams, L. L.,	316 W. 78th Street, " " "

Williams, Perry P., ...	Produce Exchange, New York City
Wilson, Richard T., ...	511 Fifth Avenue, " " "
Wing, Henry T., ...	152 Clinton Street, Brooklyn
Winslow, Edward, ...	P. O. Box 486, New York City
Wise, B. E., ...	21 Broad Street, " " "
Wisner, Charles, ...	Cotton Exchange, " " "
Wisner, H. G., ...	18 W. 12th Street, " " "
Wolff, Lewis S., ...	12 E. 70th Street, " " "
Woodbridge, Charles E., ...	68 Wall Street, " " "
Worcester, Edwin D., Jr., ...	35 Nassau Street, " " "
Wright, Jonathan, ...	73 Remsen Street, Brooklyn
Yale, William Henry, ...	Spuyten Duyvil, N. Y.
Yates, Arthur G., ...	130 So. Fitzhugh Street, Rochester, N. Y.
Yonge, Henry, ...	Hotel Margaret, Brooklyn
York, John C., ...	Huntington, L. I.
Zabriakie, George, ...	21 Broad Street, New York City
Zerega, Richard A., ...	101 Classon Avenue, Brooklyn

100

ARTICLES OF INCORPORATION

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THE CIVIL SERVICE REFORM ASSOCIATION

[Filed May 11, 1900.]

KNOW ALL MEN BY THESE PRESENTS: That we, the undersigned, being persons of full age and all citizens of the United States, a majority of whom are also citizens of the State of New York, and being now Directors of an incorporated association known as the New York Civil Service Reform Association, and organized for the purposes hereinafter mentioned; being desirous of incorporation for the same purposes under the Membership Corporations Law of the State of New York, do hereby, pursuant to unanimous vote of all the members of the said Association, present and voting at a regularly called meeting thereof, and pursuant to authority given by the said unanimous vote at the said meeting, of which meeting notice of the intention so to incorporate was given personally or by mail to each member of such Association whose residence or Post Office address was known, at least thirty days before said meeting, and at which meeting the corporate name stated in paragraph First was by unanimous vote adopted, do hereby certify as follows:

FIRST.—The name or title by which the Association in which we desire to form ourselves as aforesaid shall be known in law, shall be the Civil Service Reform Association.

SECOND.—The territory in which its operations are to be principally conducted shall be the City of New York.

THIRD.—The city in which its principal office is to be located is the City of New York.

FOURTH.—The objects of the Association shall be to further the establishment of a system of appointment, promotion and removal in the Civil Service, founded upon the principle that public office is a public trust, admission to and retention in which should depend upon proven fitness; and to take such action as may tend to secure the honest and efficient execution of laws and rules relating to the civil service, and to the proper administration thereof.

FIFTH.—The number of its directors shall be twenty-eight.

SIXTH.—The names of the persons to be its directors until its first annual meeting are as follows :

Samuel P. Avery, Truman J. Backus, Henry De Forest Baldwin, Edward Cary, Charles Collins, W. Bayard Cutting, Horace E. Deming, A. S. Frissell, Richard Watson Gilder, Edwin L. Godkin, J. Warren Greene, George McAneny, James McKeen, Jacob F. Miller, Samuel H. Ordway, William A. Perrine, George Foster Peabody, William J. Schieffelin, Carl Schurz, Charles A. Schieren, Thomas R. Slicer, Henry Sanger Snow, Anson Phelps Stokes, S. Perry Sturges, Henry W. Taft, William H. Thomson, Charles W. Watson and Everett P. Wheeler.

In WITNESS WHEREOF we have made, signed, acknowledged and filed this certificate in duplicate.

Dated this Eighth day of May, 1900.

C. SCHURZ,
JACOB F. MILLER,
ANSON PHELPS STOKES,
EVERETT P. WHEELER,
CHARLES COLLINS,
SAMUEL H. ORDWAY,
J. WARREN GREENE,

WILLIAM H. THOMSON,
A. S. FRISSELL,
GEORGE MCANENY,
CHARLES A. SCHIEREN,
SAMUEL P. AVERY,
GEORGE FOSTER PEABODY.

STATE OF NEW YORK, }
COUNTY OF NEW YORK, } ss.

On this eighth day of May, one thousand and nine hundred, before me personally came Carl Schurz, Jacob F. Miller, Anson Phelps Stokes, Everett P. Wheeler, Charles Collins, J. Warren Greene, William H. Thomson, Samuel H. Ordway, A. S. Frissell, George McAneny, Charles A. Schieren, Samuel P. Avery and George Foster Peabody, to me personally known to be the persons described in and who made and signed the foregoing certificate, and severally duly acknowledged to me that they had made, signed and executed the same for the uses and purposes therein set forth.

F. W. HOERSCHGEN,
Notary Public, Kings County. (149)
(Certificate filed in New York County.)

Approved, May 9, 1900.

DAVID LEVINTRITT,
Justice of the Supreme Court of the State of New York.

REPORT ¹³⁶⁹

OF THE

Executive Committee

OF THE

From
New York

Civil Service Reform Association

READ AT THE ANNUAL MEETING, MAY 14, 1902.

LIST OF MEMBERS, ETC.

NEW YORK

PUBLISHED FOR THE
CIVIL SERVICE REFORM ASSOCIATION

1902

Publications of the National Civil-Service Reform League

Proceedings at the Annual Meetings of the National Civil-Service Reform League, 1884 to 1901, inclusive, (excepting those of 1888, '89, '90, '98; out of print).

Civil Service Reform under the present National Administration. By George William Curtis. (Annual Address of the President, 1885.)

The Situation. By George William Curtis. (Address of 1886.)

Party and Patronage. By George William Curtis. (Address of 1892.)

Civil Service Reform and Democracy. By Carl Schurz. (Annual Address of the President, 1895.)

The Necessity and Progress of Civil Service Reform. By Carl Schurz. (Address of 1894.)

Congress and the Spoils System. By Carl Schurz. (Address of 1895.)

Encouragements and Warnings. By Carl Schurz. (Address of 1896.)

The Democracy of the Merit System. By Carl Schurz. (Address of 1897.)

A Review of the Year. By Carl Schurz. (Address of 1898.)

Renewed Struggles. By Carl Schurz. (Address of 1899.)

Civil Service Reform as a Moral Question. By Charles J. Bonaparte. (1889.)

The Influence of the Spoils Idea upon the Government of American Cities. By Herbert Welsh. (1894.)

The Reform of the Consular Service. By Oscar S. Straus. (1894.)

The Appointment and Tenure of Postmasters. By R. H. Dana. (1895.)

Civil Service Reform and Municipal Government. Two papers, by Albert Shaw and Horace E. Deming. (1897.)

The Republican Party and Civil Service Reform. By Henry Hitchcock. (1897.)

The Democratic Party and Civil Service Reform. By Moorfield Storey. (1897.)

An Open Letter to Hon. C. H. Grosvenor, in reply to recent attacks on the Civil Service Law and Rules. George McAneny. (1897.)

The Need and Best Means for Providing a Competent and Stable Civil Service for Our New Dependencies. By Dorman B. Eaton. (1898.)

The Choice of Correct Methods in the Administration of American Dependencies. By Elliot H. Goodwin. (1900.)

Four Reports. Prepared by the Investigating Committee of the National Civil-Service Reform League. (1901.)

Constitution of the National Civil-Service Reform League.

Good Government: Official Journal of the National Civil-Service Reform League. Published monthly at 41 Wall St., New York. One dollar per year. Ten cents per single copy.

For other publications, see third page.

Publications of the New York Civil Service Reform Ass'n

- The Beginning of the Spoils System in the National Government, 1829-30.** (Reprinted, by permission, from Parton's "Life of Andrew Jackson.") Per copy, 5 cents.
- Term and Tenure of Office.** By Dorman B. Eaton. Second edition, abridged. Per copy, 15 cents.
- Daniel Webster and the Spoils System.** An extract from Senator Bayard's oration at Dartmouth College, June, 1882.
- Address of Hon. Carl Schurz in opposition to the bill to amend the New York Civil Service Laws, commonly known as the "Black Act."** May 6, 1897.
- Annual Reports of the Civil-Service Reform Association of New York for '83, '85, '86, '92, '93, '94, '95, '96, '97, '98, '99, 1900, 1901 and 1902.** Per copy, 8 cents.

MISCELLANEOUS.

- United States Civil Service Statutes and Revised Rules of May 6, 1896.**
- Revised U. S. Civil Service Rules of May 29, 1899.**
- State Civil Service Reform Acts of New York and Massachusetts.**
- The Meaning of Civil Service Reform.** By E. O. Graves.
- The Selection of Laborers.** (In English and German editions.) By James M. Bugbee, late of the Massachusetts Civil-Service Commission.
- Report of Select Committee on Reform in the Civil Service (H. R.),** regarding the registration of laborers in the United States Service.
- Report of same Committee regarding selection of Fourth-Class Postmasters.**
- The Civil Service—The Merit System—The Spoils System.** By Edward Cary. (1901.)
- The Need of a Classified and Non-Partisan Census Bureau—** Report of a Special Committee of the National League. (1898.)
- Superannuation in the Civil Service.** Report of a Special Committee. (1900.)
- The Purpose of Civil Service Reform.** By Henry Loomis Nelson. (Reprinted, by permission, from the Forum, for January, 1901.)
- The Organization of the Modern Consular Service.** By George McAneny. (Reprinted, by permission, from the Century Magazine, for February, 1899.)
- The Relation of Civil Service to Municipal Reform.** By Carl Schurz. Published by the National Municipal League. (1895.)
- Bibliography of Civil Service Reform.** Published by The Women's Auxiliary to the C. S. R. Ass'n. (1900.) Per copy, 10 cents.

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